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**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

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through leadership,  
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December 5, 2008

**REVISED**

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES  
RELATING TO THE TRANSITION TO THE NEW LAC+USC  
MEDICAL CENTER PROGRESS REPORT #2: NOV. 2008**

On November 5, 2008, your Board instructed the Department of Health Services (DHS) and the Chief Executive Office (CEO) to provide bi-monthly written reports to the Board on hospital operation status, and any other issues relating to the transition of the new LAC+USC Medical Center, along with weekly verbal reports. A written report was provided on November 18; verbal reports were provided on November 12, 18 and 25. On November 25, 2008, Supervisor Molina amended her motion and instructed DHS to report verbally and in writing on a bi-monthly basis.

The last written report, provided on November 18, utilized October data as well as data from the first week of the move, November 8 through 13. This report provides monthly data for November as compared to prior months. Key indicators are summarized as follows:

- Emergency Department (ED) saturation diversion averaged 50% for the month of November. A high of 80% diversion during the first week has dropped down to an average of 33.6% during the last week of November. There has been no diversion related to trauma since the hospital move.
- The Average Daily Census (ADC) for the month of November was 436 (excluding psychiatric patients) or 72% occupancy which includes the first week at the old facility. Pediatric census is described in detail in the attachment.

Patient flow has significantly improved as hospital staff implemented new procedures to accommodate the facility's environment and technology.

If you have any questions, please contact me or contact Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:cm

Attachment

c: Executive Officer, Board of Supervisors  
County Counsel  
Chief Executive Officer

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – November 2008

Indicator	Definition	Data	Comments																														
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																	
1a. Average Daily Census (ADC)	<p><b>ADC:</b></p> <p>A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b></p> <p>Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b></p> <p>Affinity</p>	<p>ADC</p> <table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>612</td></tr><tr><td>Apr '07</td><td>605</td></tr><tr><td>June '07</td><td>625.5</td></tr><tr><td>Aug '07</td><td>623</td></tr><tr><td>Oct '07</td><td>590</td></tr><tr><td>Dec '07</td><td>609</td></tr><tr><td>Feb '08</td><td>605</td></tr><tr><td>Apr '08</td><td>583</td></tr><tr><td>Jun '08</td><td>611</td></tr><tr><td>Aug '08</td><td>578</td></tr><tr><td>Oct '08</td><td>596</td></tr><tr><td>Nov '08</td><td>491</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	612	Apr '07	605	June '07	625.5	Aug '07	623	Oct '07	590	Dec '07	609	Feb '08	605	Apr '08	583	Jun '08	611	Aug '08	578	Oct '08	596	Nov '08	491	<p>ADC provided as background information.</p> <p>Data under development for future monthly reporting and trending.</p> <p>See cover memo for census from first six days after move.</p>
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**LAC+USC Medical Center**  
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Reporting Period –November 2008

Indicator	Definition	Data	Comments
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>			
<b>1b.</b>  <b>Occupancy Rate</b> <b>LAC+USC Medical Center</b>	<b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.  <b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.	<ol style="list-style-type: none"> <li>1. Medical Center Licensed Occupancy Rate (excluding Newborns) for period of Nov 9 -30<sup>th</sup> = 72%  <math display="block">\text{Med Center Census} - \text{Newborns} / 600</math> </li> <li>2. Medical Center Licensed Occupancy Rate (including Newborns) for period of Nov 9 -30<sup>th</sup> = 73 %  <math display="block">\text{Med Center Census} + \text{Newborns} / 600</math> </li> <li>3. Healthcare Network Budgeted Occupancy Rate for period of Nov 9 -30<sup>th</sup> = 73.7 %  <math display="block">\text{Med Center Census} + \text{Newborns} + \text{Psych Hosp Census} / 671</math> </li> </ol> <p>Medical Center = New facility            Healthcare Network = New facility + Psychiatric Hospitals</p>	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
	<b>Source of Data:</b> Affinity  <b>Target:</b> 95%		



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period –November 2008

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Indicator #2 - Emergency Department Metrics																																																							
2a. Median Emergency Department Boarding Time (EDBT)	<b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).  <b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.	<p style="text-align: center;"><b>Median Boarding Time (Adult)*</b></p> <table><caption>Median Boarding Time (Adult) Data</caption><thead><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr></thead><tbody><tr><td>Oct'06</td><td>5:21</td></tr><tr><td>Nov'06</td><td>4:34</td></tr><tr><td>Dec'06</td><td>3:43</td></tr><tr><td>Jan'07</td><td>3:43</td></tr><tr><td>Feb'07</td><td>3:43</td></tr><tr><td>Mar'07</td><td>3:44</td></tr><tr><td>Apr'07</td><td>5:00</td></tr><tr><td>May'07</td><td>5:00</td></tr><tr><td>Jun'07</td><td>5:00</td></tr><tr><td>Jul'07</td><td>4:25</td></tr><tr><td>Aug'07</td><td>3:45</td></tr><tr><td>Sep'07</td><td>3:09</td></tr><tr><td>Oct'07</td><td>3:40</td></tr><tr><td>Nov'07</td><td>4:46</td></tr><tr><td>Dec'07</td><td>4:26</td></tr><tr><td>Jan'08</td><td>4:00</td></tr><tr><td>Feb'08</td><td>3:21</td></tr><tr><td>Mar'08</td><td>2:43</td></tr><tr><td>Apr'08</td><td>3:22</td></tr><tr><td>May'08</td><td>2:34</td></tr><tr><td>Jun'08</td><td>2:34</td></tr><tr><td>Jul'08</td><td>2:58</td></tr><tr><td>Aug'08</td><td>4:42</td></tr><tr><td>Sep'08</td><td>4:42</td></tr><tr><td>Oct'08</td><td>4:42</td></tr></tbody></table> <p><b>Adult :</b> Median Boarding time for the month of November = <b>4:42 (hrs:mins)</b></p> <p><b>Pediatrics:</b> Median Boarding time for the month of November = <b>2:18 (hrs:mins)</b></p> <p><b>Total ED:</b> Median Boarding time for the month of November = <b>4:12 (hrs:mins)</b></p> <p>*Preliminary data pending auditor controller validation</p>	Month	Median Boarding Time (hrs:min)	Oct'06	5:21	Nov'06	4:34	Dec'06	3:43	Jan'07	3:43	Feb'07	3:43	Mar'07	3:44	Apr'07	5:00	May'07	5:00	Jun'07	5:00	Jul'07	4:25	Aug'07	3:45	Sep'07	3:09	Oct'07	3:40	Nov'07	4:46	Dec'07	4:26	Jan'08	4:00	Feb'08	3:21	Mar'08	2:43	Apr'08	3:22	May'08	2:34	Jun'08	2:34	Jul'08	2:58	Aug'08	4:42	Sep'08	4:42	Oct'08	4:42	
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*Harris Rodde Indicator	<b>Source of Data:</b> Affinity  <b>Target:</b> Less than 7 hours.																																																						

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period –November 2008

Indicator	Definition	Data	Comments
<b>Indicator #2 - Emergency Department Metrics</b>			
<b>2b.</b> <b>ED Wait Time</b>	<b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.  <u><b>Definition:</b></u> Sum of all wait time values during the monthly reporting period divided by the total number of values.  <b>Source of Data:</b> Affinity  <b>Target:</b> No target value. Lower numbers are better.	<u><b>Adult:</b></u> Average ED Wait time for the month of November = <b>10:36 (hrs:mins)</b>  *Excludes Psych, Pediatric and Observation Unit patients  <u><b>Pediatrics:</b></u> Average ED Wait time for the month of November = <b>3:18 (hrs:mins)</b>  <u><b>Total ED:</b></u> Average ED Wait time for the month of November = <b>10:30 (hrs:mins)</b>	

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –November 2008**

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2c. Left Without Being Seen (LWBS)  *Harris Rodde Indicator	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better</p>	<div><div><div>Left Without Being Seen</div><table><thead><tr><th>Month</th><th>Number</th><th>Percent</th></tr></thead><tbody><tr><td>Oct-06</td><td>1000</td><td>11.0%</td></tr><tr><td>Nov</td><td>800</td><td>10.0%</td></tr><tr><td>Dec</td><td>700</td><td>9.0%</td></tr><tr><td>Jan</td><td>600</td><td>8.0%</td></tr><tr><td>Feb</td><td>500</td><td>7.0%</td></tr><tr><td>Mar</td><td>600</td><td>8.0%</td></tr><tr><td>Apr</td><td>500</td><td>7.0%</td></tr><tr><td>May</td><td>600</td><td>8.0%</td></tr><tr><td>Jun</td><td>700</td><td>9.0%</td></tr><tr><td>Jul</td><td>800</td><td>10.0%</td></tr><tr><td>Aug</td><td>900</td><td>11.0%</td></tr><tr><td>Sep</td><td>800</td><td>10.0%</td></tr><tr><td>Oct</td><td>700</td><td>9.0%</td></tr><tr><td>Nov</td><td>600</td><td>8.0%</td></tr><tr><td>Dec</td><td>500</td><td>7.0%</td></tr><tr><td>Jan</td><td>600</td><td>8.0%</td></tr><tr><td>Feb</td><td>700</td><td>9.0%</td></tr><tr><td>Mar</td><td>800</td><td>10.0%</td></tr><tr><td>Apr</td><td>900</td><td>11.0%</td></tr><tr><td>May</td><td>800</td><td>10.0%</td></tr><tr><td>Jun</td><td>700</td><td>9.0%</td></tr><tr><td>Jul</td><td>600</td><td>8.0%</td></tr><tr><td>Aug</td><td>500</td><td>7.0%</td></tr><tr><td>Sep</td><td>400</td><td>6.0%</td></tr><tr><td>Oct</td><td>500</td><td>7.0%</td></tr><tr><td>Nov</td><td>600</td><td>8.0%</td></tr></tbody></table></div></div>	Month	Number	Percent	Oct-06	1000	11.0%	Nov	800	10.0%	Dec	700	9.0%	Jan	600	8.0%	Feb	500	7.0%	Mar	600	8.0%	Apr	500	7.0%	May	600	8.0%	Jun	700	9.0%	Jul	800	10.0%	Aug	900	11.0%	Sep	800	10.0%	Oct	700	9.0%	Nov	600	8.0%	Dec	500	7.0%	Jan	600	8.0%	Feb	700	9.0%	Mar	800	10.0%	Apr	900	11.0%	May	800	10.0%	Jun	700	9.0%	Jul	600	8.0%	Aug	500	7.0%	Sep	400	6.0%	Oct	500	7.0%	Nov	600	8.0%	
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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	<p>This is slightly higher than the before move diversion history which generally ranged between 50-60%.</p> <p><b>Key points:</b></p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; basic life support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																							



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period –November 2008

Indicator	Definition	Data	Comments																																																												
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics																																																															
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p><b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b> Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<p><b>Month of November</b></p> <p><b>Referrals from ER:</b></p> <table><tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr><tr><td># Met transfer criteria</td><td>29</td><td>N/A</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>13</td><td>16</td><td>29</td></tr><tr><td># Transfers</td><td>8</td><td>16</td><td>24</td></tr><tr><td># Denied</td><td>5</td><td>N/A</td><td>-</td></tr><tr><td># Cancelled</td><td>10</td><td>N/A</td><td>-</td></tr><tr><td># Patients refused</td><td>6</td><td>N/A</td><td>-</td></tr></table> <p><b>Referrals from Inpatients:</b></p> <table><tr><th></th><th>Med/Surg</th><th>Acute Stroke</th><th>Total</th></tr><tr><td># Met transfer criteria</td><td>47</td><td>N/A</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>35</td><td>10</td><td>45</td></tr><tr><td># Transfers</td><td>27*</td><td>10</td><td>37</td></tr><tr><td># Denied</td><td>8</td><td>N/A</td><td>-</td></tr><tr><td># Cancelled</td><td>9</td><td>N/A</td><td>-</td></tr><tr><td># Patients refused</td><td>1</td><td>N/A</td><td>-</td></tr><tr><td>Other /Pending</td><td>2</td><td>N/A</td><td>-</td></tr></table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	29	N/A	-	# Referred to RLAH	13	16	29	# Transfers	8	16	24	# Denied	5	N/A	-	# Cancelled	10	N/A	-	# Patients refused	6	N/A	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	47	N/A	-	# Referred to RLAH	35	10	45	# Transfers	27*	10	37	# Denied	8	N/A	-	# Cancelled	9	N/A	-	# Patients refused	1	N/A	-	Other /Pending	2	N/A	-	<p>List of 21 lower level of care (LLOC) patients was submitted to Rancho -- 5 patients were reviewed—1 patient was accepted for transfer.</p>
	Med/Surg	Acute Stroke	Total																																																												
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\*Note = Includes 1 Lower Level of Care (LLOC) transfer

\*Note = Includes 1 Lower Level of Care (LLOC) transfer



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period –November 2008

Indicator	Definition	Data	Comments																												
Indicator #5 – Harris Rodde Indicators																															
5.  Average Length of Stay (ALOS)  *Harris Rodde Indicator	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<div><p style="text-align: center;"><b>ALOS</b></p><table><caption>Actual ALOS Data (Estimated from Graph)</caption><thead><tr><th>Month</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td></tr><tr><td>Dec '06</td><td>6.4</td></tr><tr><td>Feb '07</td><td>5.6</td></tr><tr><td>Apr '07</td><td>5.1</td></tr><tr><td>June '07</td><td>5.3</td></tr><tr><td>Aug '07</td><td>5.6</td></tr><tr><td>Oct '07</td><td>5.8</td></tr><tr><td>Dec '07</td><td>5.3</td></tr><tr><td>Feb '08</td><td>5.2</td></tr><tr><td>Apr '08</td><td>5.4</td></tr><tr><td>Jun '08</td><td>5.2</td></tr><tr><td>Aug '08</td><td>5.1</td></tr><tr><td>Oct '08</td><td>4.7</td></tr></tbody></table><p>—◆— Target ALOS      —■— Actual ALOS</p></div>	Month	Actual ALOS	Oct '06	6.5	Dec '06	6.4	Feb '07	5.6	Apr '07	5.1	June '07	5.3	Aug '07	5.6	Oct '07	5.8	Dec '07	5.3	Feb '08	5.2	Apr '08	5.4	Jun '08	5.2	Aug '08	5.1	Oct '08	4.7	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>
Month	Actual ALOS																														
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\*Preliminary data pending Auditor-Controller validation

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period –November 2008

Indicator	Definition	Data	Comments
<b>Indicator #6 – Pediatric Metrics</b>			
<b>6. Pediatric Bed Census and Occupancy (%)</b>  <b>Pediatric ICU (PICU)</b> <b>Neonatal ICU (NICU)</b> <b>Pediatric Unit Adolescent Unit</b>	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>Pediatric Occupancy Rate by Unit</b></p> <p>Data period: Nov 8 –30, 2008</p>	



**Health Services**  
LOS ANGELES COUNTY

December 31, 2008

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**TO:** Each Supervisor

**FROM:** John F. Schunhoff, Ph.D.  
Interim Director

**SUBJECT: STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATING TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER -- PROGRESS  
REPORT #3 (Agenda Item # S-1, January 6, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center. This report is not a full monthly report but an interim operational report and also addresses questions posed by Supervisor Antonovich at the December 9, 2008 Board meeting. The data report for the full month of December will be provided in the next bi-monthly report in two weeks.

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To improve health  
through leadership,  
service and education.*

**Census Trending**

The Average Daily Census (ADC) from December 1 – 28, 2008 was 454 (excluding psych), an estimated 74% utilization rate (76% occupancy). This is up from an ADC of 436 (excluding psych) for the prior month. Although the census for Med/Surg is at near capacity, an estimated 91% utilization (92% occupancy), census in some specialty areas continues to be low due to lack of specialty patients presenting to the facility. Detailed census by specialty is provided in the Census by Specialty Service chart on page 2.

**Diversion Data**

Emergency Department saturation diversion averaged 39% for the month of December (as of December 29) which is a decrease of 11% diversion from the month of November, 2008. There was no trauma diversion during this period.

**Questions Raised at the December 9, 2008 Board Meeting**

Supervisor Antonovich asked questions regarding the census for various services, physician hiring related to the Medical School Operating Agreement (MSOA) and status of the air-conditioning system. Details are provided as follows:



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

- **Census by Specialty Service**

<b>Units</b>	<b>Beds</b>	<b>Patient Days</b>	<b>ADC</b>
Med/Surg	299	7603	271.5
ICUs	130	2519	90.0
Burns (incl ICU)	20	304	10.8
Jail	24	371	13.3
OB/GYN	32	544	19.4
NICU	40	587	21.0
Pediatrics	25	415	14.8
Peds ICU	10	162	5.8
Med/Surg Adolescent	20	216	7.7
Psych	71	1519	54.25

- **MSOA Hiring**

The MSOAs were approved by your Board on November 25, 2008. The Chief Medical Officer of the hospital is coordinating a meeting with USC on recruitment and selection of physicians for new MSOA positions. More detail will be provided in the next report.

- **Status of Air Conditioning System**

The replacement facility Inpatient Tower, Diagnostic and Treatment Building, and the Clinic Tower is designed with a state of the art Heating, Ventilation and Air Conditioning (HVAC) system that utilizes a computer automated energy management system to maintain space comfort levels, air change and room pressure requirements for regulatory compliance. The HVAC system is monitored by engineering staff in the central plant 24/7. System evaluations are ongoing to maximize efficiency and enhance performance to produce the best environment possible. According to our central plant engineers, the HVAC has been functioning as designed and they have not noted any malfunctions. However, there can be temperature fluctuations in a particular patient care area, as a result of a request from staff or patients for a warmer or cooler environment. When technicians are made aware of these issues, they respond and make immediate corrections to adjust the temperature for the appropriate comfort level. These types of temperature fluctuations are particularly common during seasonal transitions.

If you have any questions, please contact me or have your staff contact Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:pm  
811:003

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors



**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District


**Zev Yaroslavy**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

January 23, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #4 (Agenda Item #S-1, January 27, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

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This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This is a full monthly report with trends to include the period of December 1 to 31, 2008.

Key indicators are summarized as follows:

**Census Trending** – ADC includes Psychiatric & Newborn Patients

The Average Daily Census (ADC) from December 2008 was 525 out of 671 licensed beds, an estimated 76% utilization rate (78% occupancy). This is an increase from an ADC of 491 for the prior month. The census for Medical/Surgical (Med/Surg) is at capacity, an estimated 94% utilization (96% occupancy) during the week of January 18, 2009. Census in specialty areas continues to improve. Detailed analysis of specialty bed trends will be provided in the next report as directed by your Board.

**Diversion Data**

Emergency Department (ED) saturation diversion averaged 40% for the month of December 2008 which is a decrease of 10% from the month of November 2008. There continues to be no diversion to trauma patients. Based on the Base Hospital Logs, an average of 1 patient per day is diverted from LAC+USC during the period that ED diversion is requested by the hospital.

In response to your additional request related to Harbor-UCLA Medical Center (Harbor), an average of 2 patients per day are diverted from Harbor during the period that the ED is on diversions, as reflected by an analysis of the Base Hospital Logs.

Your Board also raised questions regarding diversion, central base station, specialty services and residency training which will be addressed in the next bi-monthly report.

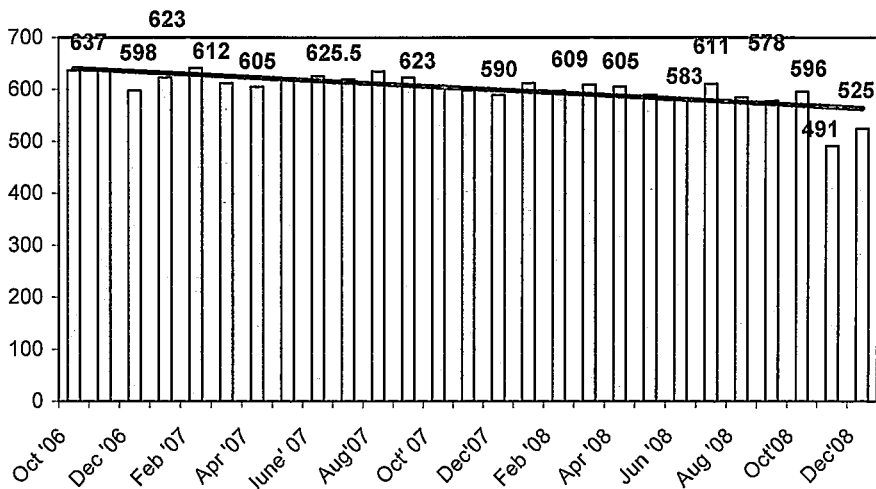
If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:pm

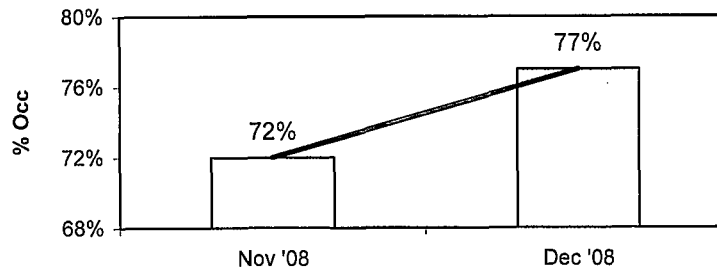
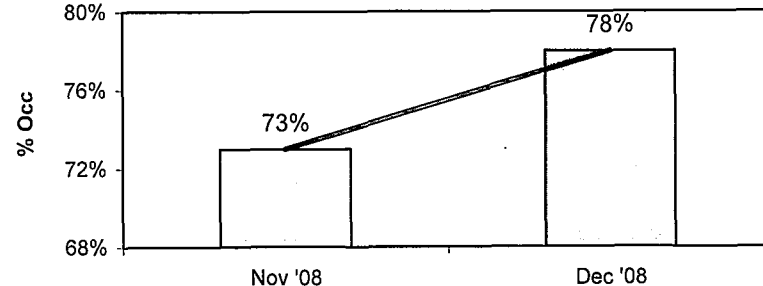
Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –Dec 2008**

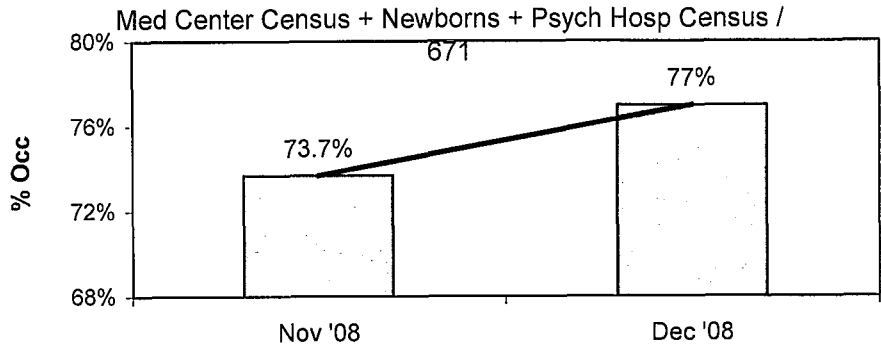
Indicator	Definition	Data	Comments																																
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																			
1a.  Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p>  <table><caption>ADC Data Points (Estimated from Chart)</caption><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>612</td></tr><tr><td>Jan '07</td><td>605</td></tr><tr><td>Feb '07</td><td>625.5</td></tr><tr><td>Mar '07</td><td>623</td></tr><tr><td>Apr '07</td><td>590</td></tr><tr><td>May '07</td><td>609</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Jul '07</td><td>583</td></tr><tr><td>Aug '07</td><td>611</td></tr><tr><td>Sep '07</td><td>578</td></tr><tr><td>Oct '07</td><td>596</td></tr><tr><td>Nov '07</td><td>491</td></tr><tr><td>Dec '07</td><td>525</td></tr></tbody></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	612	Jan '07	605	Feb '07	625.5	Mar '07	623	Apr '07	590	May '07	609	Jun '07	605	Jul '07	583	Aug '07	611	Sep '07	578	Oct '07	596	Nov '07	491	Dec '07	525	ADC provided as background information.
Month	ADC																																		
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**LAC+USC Medical Center**  
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Indicator	Definition	Data	Comments												
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics															
1b.  Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p> <p style="text-align: center;"><math>\text{Med Center Census} - \text{Newborns} / 600</math></p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\text{Med Center Census} + \text{Newborns} / 600</math></p> <p style="text-align: center;"><math>\text{Med Center Census} + \text{Newborns} / 600</math></p>  <table><caption>Medical Center Licensed Occupancy Rate (including Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Month	% Occ	Nov '08	73%	Dec '08	78%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
Month	% Occ														
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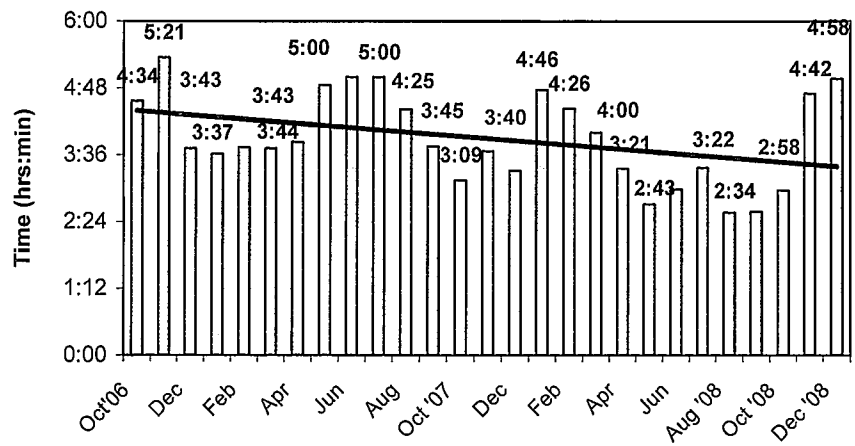
**LAC+USC Medical Center**  
 Operational Monitoring Report  
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Indicator	Definition	Data	Comments
		<p>3. Healthcare Network Budgeted Occupancy            Med Center Census + Newborns + Psych Hosp Census / 671</p>  <p>Medical Center = New facility            Healthcare Network = New facility + Psychiatric Hospitals</p>	

**LAC+USC Medical Center**  
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Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2a.  Median Emergency Department Boarding Time  (EDBT)  			

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –Dec 2008**

Indicator	Definition	Data	Comments																																																								
		<div><div>Median Boarding Time (Adult)*</div><div><table><caption>Median Boarding Time (Adult) Data</caption><thead><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr></thead><tbody><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Nov '06</td><td>5:21</td></tr><tr><td>Dec '06</td><td>3:43</td></tr><tr><td>Jan '07</td><td>3:37</td></tr><tr><td>Feb '07</td><td>3:43</td></tr><tr><td>Mar '07</td><td>3:43</td></tr><tr><td>Apr '07</td><td>3:44</td></tr><tr><td>May '07</td><td>5:00</td></tr><tr><td>Jun '07</td><td>4:48</td></tr><tr><td>Jul '07</td><td>5:00</td></tr><tr><td>Aug '07</td><td>4:25</td></tr><tr><td>Sep '07</td><td>3:45</td></tr><tr><td>Oct '07</td><td>3:09</td></tr><tr><td>Nov '07</td><td>3:40</td></tr><tr><td>Dec '07</td><td>4:46</td></tr><tr><td>Jan '08</td><td>4:26</td></tr><tr><td>Feb '08</td><td>4:00</td></tr><tr><td>Mar '08</td><td>3:21</td></tr><tr><td>Apr '08</td><td>2:43</td></tr><tr><td>May '08</td><td>2:43</td></tr><tr><td>Jun '08</td><td>3:22</td></tr><tr><td>Jul '08</td><td>2:34</td></tr><tr><td>Aug '08</td><td>2:58</td></tr><tr><td>Sep '08</td><td>4:42</td></tr><tr><td>Oct '08</td><td>4:58</td></tr><tr><td>Nov '08</td><td>4:42</td></tr><tr><td>Dec '08</td><td>4:42</td></tr></tbody></table></div></div> <div>*Dec data is Preliminary data</div>	Month	Median Boarding Time (hrs:min)	Oct '06	4:34	Nov '06	5:21	Dec '06	3:43	Jan '07	3:37	Feb '07	3:43	Mar '07	3:43	Apr '07	3:44	May '07	5:00	Jun '07	4:48	Jul '07	5:00	Aug '07	4:25	Sep '07	3:45	Oct '07	3:09	Nov '07	3:40	Dec '07	4:46	Jan '08	4:26	Feb '08	4:00	Mar '08	3:21	Apr '08	2:43	May '08	2:43	Jun '08	3:22	Jul '08	2:34	Aug '08	2:58	Sep '08	4:42	Oct '08	4:58	Nov '08	4:42	Dec '08	4:42	
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2b.  ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><u><b>Definition:</b></u> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b>  No target value. Lower numbers are better.</p>	<div><p><b>ED Wait Time</b></p><table><thead><tr><th>Category</th><th>Nov '08</th><th>Dec '08</th></tr></thead><tbody><tr><td>Adult</td><td>10:36</td><td>10:54</td></tr><tr><td>Peds</td><td>3:18</td><td>3:18</td></tr><tr><td>Total</td><td>10:30</td><td>10:24</td></tr></tbody></table></div> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric and Observation Unit patients</p> <p><b>Total ED Wait time:</b> *Includes Psych, Pediatric and Observation Unit, Jail and adult patients</p> <td></td>	Category	Nov '08	Dec '08	Adult	10:36	10:54	Peds	3:18	3:18	Total	10:30	10:24	
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<div>2c.</div> <div>Left Without Being Seen (LWBS)</div> <div>*Harris Rodde Indicator</div>	<div>LWBS:</div> <div>The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</div> <div>Calculation:</div> <div>The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</div> <div>Source of Data:</div> <div>Affinity</div> <div>Target:</div> <div>No target value. Lower numbers are better</div>	<div>Left Without Being Seen</div> <table><caption>Estimated Data for Left Without Being Seen</caption><thead><tr><th>Month</th><th>Number (Approx.)</th><th>Percent (Approx.)</th></tr></thead><tbody><tr><td>Oct-06</td><td>1250</td><td>11.5%</td></tr><tr><td>Nov-06</td><td>900</td><td>8.5%</td></tr><tr><td>Dec-06</td><td>850</td><td>8.0%</td></tr><tr><td>Jan-07</td><td>800</td><td>7.5%</td></tr><tr><td>Feb-07</td><td>850</td><td>8.0%</td></tr><tr><td>Mar-07</td><td>700</td><td>6.5%</td></tr><tr><td>Apr-07</td><td>750</td><td>7.0%</td></tr><tr><td>May-07</td><td>650</td><td>6.0%</td></tr><tr><td>Jun-07</td><td>700</td><td>6.5%</td></tr><tr><td>Jul-07</td><td>1000</td><td>9.5%</td></tr><tr><td>Aug-07</td><td>1050</td><td>10.0%</td></tr><tr><td>Sep-07</td><td>900</td><td>8.5%</td></tr><tr><td>Oct-07</td><td>1050</td><td>9.5%</td></tr><tr><td>Nov-07</td><td>700</td><td>6.5%</td></tr><tr><td>Dec-07</td><td>750</td><td>7.0%</td></tr><tr><td>Jan-08</td><td>1050</td><td>9.5%</td></tr><tr><td>Feb-08</td><td>1000</td><td>9.0%</td></tr><tr><td>Mar-08</td><td>1000</td><td>9.0%</td></tr><tr><td>Apr-08</td><td>600</td><td>6.0%</td></tr><tr><td>May-08</td><td>650</td><td>6.5%</td></tr><tr><td>Jun-08</td><td>800</td><td>7.5%</td></tr><tr><td>Jul-08</td><td>900</td><td>8.5%</td></tr><tr><td>Aug-08</td><td>1000</td><td>9.5%</td></tr><tr><td>Sep-08</td><td>900</td><td>8.5%</td></tr><tr><td>Oct-08</td><td>1200</td><td>10.5%</td></tr><tr><td>Nov-08</td><td>1350</td><td>12.0%</td></tr><tr><td>Dec-08</td><td>1300</td><td>11.5%</td></tr></tbody></table>	Month	Number (Approx.)	Percent (Approx.)	Oct-06	1250	11.5%	Nov-06	900	8.5%	Dec-06	850	8.0%	Jan-07	800	7.5%	Feb-07	850	8.0%	Mar-07	700	6.5%	Apr-07	750	7.0%	May-07	650	6.0%	Jun-07	700	6.5%	Jul-07	1000	9.5%	Aug-07	1050	10.0%	Sep-07	900	8.5%	Oct-07	1050	9.5%	Nov-07	700	6.5%	Dec-07	750	7.0%	Jan-08	1050	9.5%	Feb-08	1000	9.0%	Mar-08	1000	9.0%	Apr-08	600	6.0%	May-08	650	6.5%	Jun-08	800	7.5%	Jul-08	900	8.5%	Aug-08	1000	9.5%	Sep-08	900	8.5%	Oct-08	1200	10.5%	Nov-08	1350	12.0%	Dec-08	1300	11.5%	
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2d.  ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p style="text-align: center;"><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
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Indicator	Definition	Data	Comments		
2e.  Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.			
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4.  Rancho Los Amigos Hospital (RLAH) Transfers	<b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.  <b>Data Source:</b> Manual record keeping.  Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.	<b><u>Month of Dec</u></b>			
		<b><u>Referrals from ER:</u></b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	24	N/A	-
		# Referred to RLAH	10	28	38
		# Transfers	10	28	38
		# Denied	0	N/A	-
		# Cancelled	8	N/A	-
		# Patients refused	6	N/A	-
		<b><u>Referrals from Inpatients:</u></b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	37	N/A	-
		# Referred to RLAH	33	2	35
		# Transfers	28	2	30

**LAC+USC Medical Center**  
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Indicator	Definition	Data				Comments
		# Denied	5	N/A	-	
		# Cancelled	2	N/A	-	
		# Patients refused	0	N/A	-	
		Other /Pending	2	N/A	-	
<b>Indicator #5 – Harris Rodde Indicators</b>						
<p>5.</p> <p><b>Average Length of Stay (ALOS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p>	<p style="text-align: center;"><b>ALOS</b></p> <p># of days</p> <p>Oct '06 Dec '06 Feb '07 Apr '07 June '07 Aug '07 Oct '07 Dec '07 Feb '08 Apr '08 Jun '08 Aug '08 Oct '08 Dec '08</p> <p>—◇— Target ALOS      —□— Actual ALOS</p>				<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>



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Indicator	Definition	Data	Comments
	<b>Source of Data:</b> Affinity  <b>Target:</b> <5.5 days	*Preliminary data pending Auditor-Controller validation	

**LAC+USC Medical Center**  
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Indicator	Definition	Data	Comments															
Indicator #6 – Pediatric Metrics																		
6.  Pediatric Bed Census and Occupancy (%)  Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b> Affinity</p>	<table><thead><tr><th>Unit</th><th>Nov-08</th><th>Dec-08</th></tr></thead><tbody><tr><td>NICU (40 Beds)</td><td>56%</td><td>52%</td></tr><tr><td>Peds Ward (25 Beds)</td><td>54%</td><td>60%</td></tr><tr><td>PICU (10 Beds)</td><td>50%</td><td>60%</td></tr><tr><td>Med/Surg Adolescent (20 Beds)</td><td>33%</td><td>40%</td></tr></tbody></table>	Unit	Nov-08	Dec-08	NICU (40 Beds)	56%	52%	Peds Ward (25 Beds)	54%	60%	PICU (10 Beds)	50%	60%	Med/Surg Adolescent (20 Beds)	33%	40%	
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**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

February 6, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #5 (Agenda Item #S-1, February 10, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not a full monthly report but an interim operational report and includes additional information in response to the questions posed by your Board at the meeting held on December 9, 2008.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of January 2009 was 548 out of 671 licensed beds, an estimated 80% utilization rate (82% occupancy). This is an increase from an ADC of 525 for the prior month. The census for Medical/Surgical (Med/Surg) units continues to grow with an estimated 93% utilization rate (95% occupancy) for January 2009.

**Emergency Department and Admission Volume Trending**

All trends are clearly indicating that the census is returning to pre-move levels. This will also be described in the Analysis of Patient Specialty Services section below.

To evaluate the census trends, we also conducted analyses of Emergency Department (ED) registration volumes, admissions from the ED, and total hospital admissions. Attachment 1 demonstrates the trending of ED registration volume with a minimal 3-6% reduction in volume for the months of October through December 2008, as compared to the same months in 2007. A similar reduction occurred in admissions from the ED in November and December 2008 as compared to the prior year. Both volumes of ED registration and admissions from the ED for January 2009, have nearly reached parity with the prior year. On average, 15.6% of the patients seeking care at LAC+USC ED are admitted for inpatient care.

The total hospital admissions in November 2008 were 41% lower than November 2007 as a result of census decompression prior to the move; ambulance diversion during the move; and necessary time to return to normal activity after the move, i.e., elective surgeries, acceptance of transfers, etc.

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In the following month, December 2008, the total hospital admissions were significantly higher but still 14% lower than December 2007. By January 2009, the total hospital admissions had recovered to within 9% of the prior year.

### **Medical School Operating Agreement**

In a previous Board meeting, Supervisor Antonovich inquired as to the progress of implementing the physician hiring within the Medical School Operating Agreement (MSOA) that was approved by your Board in November 2008. Approximately 80% of the MSOA service agreement physician staffing is currently on board. This includes positions for the Accreditation Council for Graduate Medical Education (ACGME) Program Directors, General Medicine, Medical Specialties, Emergency Medicine, Intensive Care Unit, Psychiatry and others. There will be some positions that will not be recruited until mid-year as new graduates from various programs become available and seek positions.

### **Additional Information Requested**

On January 6, 2009, DHS and the Chief Executive Office were instructed by your Board to report back in March on the following: 1) detailed information on the diversion process, including data on the number of ambulances and patients being diverted from Harbor/UCLA Medical Center and LAC+USC and if the diversion procedure is resulting in people being underserved; 2) progress on DHS' long-range plan to establish a central base station in order to track all ambulances; 3) analysis of patient specialty services and the actions being taken to address any census or staffing issues identified; 4) are the residents receiving the necessary training experience as required by the ACGME; 5) what is being done to evaluate the impact on residents' specialty training programs for both LAC+USC and residents rotating from other programs with regard to the inpatient training experience; and 6) plans for how the specialty beds could be utilized to serve patients other than what they were originally designed for.

Accordingly, in an effort to keep your Board informed in a timely manner, the requested update is provided below without delay.

### **Hospital Diversion Process**

The requests and criteria for diversion are defined by DHS' Emergency Medical Services (EMS) Agency Policy, Reference 503, Guidelines for Hospitals Requesting Diversion of Advanced Life Support (ALS) Patients and is recorded in a central data base system called ReddiNet. The request for ED saturation diversion is made by the ED, from both public and private hospitals, with prior approval of the hospital administrator or designee.

Hospitals that receive patients from the 911 system may request that patients requiring ALS (critical care) and accompanied by a paramedic be diverted to other facilities. Basic Life Support (non-critical) ambulances continue to transport patients to the closest hospital regardless of diversion.

Diversion allows a hospital to request that more critical patients are sent to the next closest hospital when the ED staff and equipment are fully committed and not available. When more than one hospital in a geographic location is on diversion, the policy defines the allowed travel time for paramedics to transport to alternate hospitals. When all hospitals in a geographic area are on diversion, patients are transported to the closest facility.

In response to your inquiry about diversion at County hospitals and based on an analysis of multiple months, an average of two patients per day are diverted from Harbor-UCLA Medical Center during the period the ED is on diversion; an average of one patient is diverted from LAC+USC during the period the ED requests diversion.

Patients are not underserved as a result of diversion policies. The diversion to ED saturation policy was developed to ensure that patients arrive at facilities with resources and capability to handle them and to prevent a single facility from being overwhelmed by critical patients. In essence, this is a safety net procedure of the 911 system.

### **Establishment of a Central Base Station**

There are several factors that are leading to the development of a Central Base Station. Currently, there are 20 hospitals, both public and private, that are designated by DHS' EMS Agency to function as paramedic base stations with the responsibility of providing medical direction to field paramedics over the radio or telephone. In the beginning of EMS system development, there were nearly 40 of these base stations. Due to the significant financial commitment to perform this vital function, hospitals over the years have chosen to withdraw from the base station system. Therefore, DHS is concerned that resources for this function will continue to decline. In addition, such a system of multiple hospitals leads to lack of standardization, despite system policies and protocols. Finally, there is currently no central entity that can monitor the whole system in real time and provide EMS system status management.

The EMS Agency has begun an extensive process to establish a Central Base Station within the Agency to provide this online medical direction. Steps that have been accomplished include:

- Researched models of prehospital medical control.
- Indicated the direction for the establishment of an EMS Agency base station within the Trauma Centers agreements.
- Communicated with the State EMS Authority and requested a review of the EMS Agency base station proposal and interpretation of the Health and Safety Code, 1798.100 defining base stations. A meeting to discuss regulatory issues with the State EMS Authority was held January 20, 2009.
- Identified a funding source and obtained an initial allocation of positions to staff the EMS Agency base station.
- Hired a staff position to develop programmatic requirements and define phases of implementation and integration within the EMS system.
- Identified a location within the EMS Agency Coordinated Communication Center to establish the base operations.
- Initiated discussions with LAC+USC Emergency Medicine residency program to determine the feasibility of developing an education rotation for the medical residents through the base station.

Once the regulatory issues are resolved, the EMS Agency plans to move forward with a phased implementation. As stated at the Board meeting of January 6, 2009, there are existing constraints with the current paramedic communication system due to reliance on line of sight transmission. Until the Los Angeles Regional Interoperable Communication System (LA-RICS), the County's interoperable communication plan for law, fire and health, is fully implemented over the next four to five years, the plan to move communication with paramedic units to the Central

Base Station will be determined based on need and ability to establish reliable communication.

### **Analysis of Patient Specialty Services**

Attachment 2 demonstrates the ADC trends for the specialty areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn inpatient services. The areas of OB/GYN, Pediatrics, ICU, Psychiatry and Burn services have shown an increase in census since the move to the new facility. In particular, Burn services at an ADC of 12 in January 2009 is at the highest point this fiscal year.

The initial reduction in pediatric ADC is consistent with reduction in census by all specialties as a result of the move and to date the pediatric census is consistently growing to near pre-move levels. Discussions with Children's Hospital Los Angeles (CHLA) have revealed that the decrease in pediatrics at LAC+USC has not resulted in a respective increase in ADC at that facility. This is significant because CHLA would be the most likely alternative to LAC+USC for pediatric patient care. Several measures are being taken to ensure maximal utilization of pediatric services at LAC+USC. Effective in January, LAC+USC was placed on a CHLA transfer list along with several other facilities to receive ED transfers. In addition, DHS' Office of Managed Care (OMC) is analyzing outreach activities to ensure that assigned pediatric patients are using LAC+USC services. Other options for full utilization are being explored.

The Jail service shows a slight census decrease. This unit is totally dependent on the needs of law enforcement and can not be used for any other patient population.

### **ACGME Program Status**

A question was posed as to whether medical residents are receiving necessary training experience as required by the ACGME if there are census impacts. Residency training experience is assessed based on multiple variables including, but not limited to, inpatient encounters, outpatient encounters, didactics and scholarly activities and other measures. The minimal variance in inpatient specialty service census as described above has to date had no measurable negative impact on the stability of the residency training programs. Attesting to this, four Recent Residency Review Committee site surveys occurred, within very close proximity to the move and after the move, and resulted in highly favorable outcomes of accreditation and cycle length with the granting of several five year maximum program terms. Programs that were granted five year terms include Pediatrics, Dermatology and Urology; while the Orthopedic Hand Surgery program received a four year approval which was an increase from its previous three year approval.

Initial evaluations appear positive for the residency training, although it is still very early to determine if there is any effect from census variations. In fact, resident interviews and recruitment activities have provided highly positive feedback from candidates as a result of the outstanding improvements at the Replacement Facility.

### **Evaluating Resident Rotation in Specialty Training Programs**

The Director of Graduate Medical Education in conjunction with the Graduate Medical Education Committee are planning intensive and comprehensive mid-cycle reviews for 17 resident training programs to evaluate and ensure quality resident training experiences. Additionally, an intensive survey of every resident training program is scheduled for May-June 2009 that includes evaluation of resident patient experience and resident procedure logs.

### **Specialty Bed Utilization**

Assessment of ADC is conducted daily to ensure appropriate and maximal inpatient bed utilization. On January 6, 2009 admissions to the Adolescent Unit were expanded to include eligible adults when beds are available to decompress the adult Med/Surg admissions waiting in the ED. This has effectively doubled the ADC on this unit without impacting access or waiting times for adolescent patients. As previously stated, pediatric transfers from CHLA have been actively facilitated and are increasing. Other options for full utilization of specialty beds are being explored.

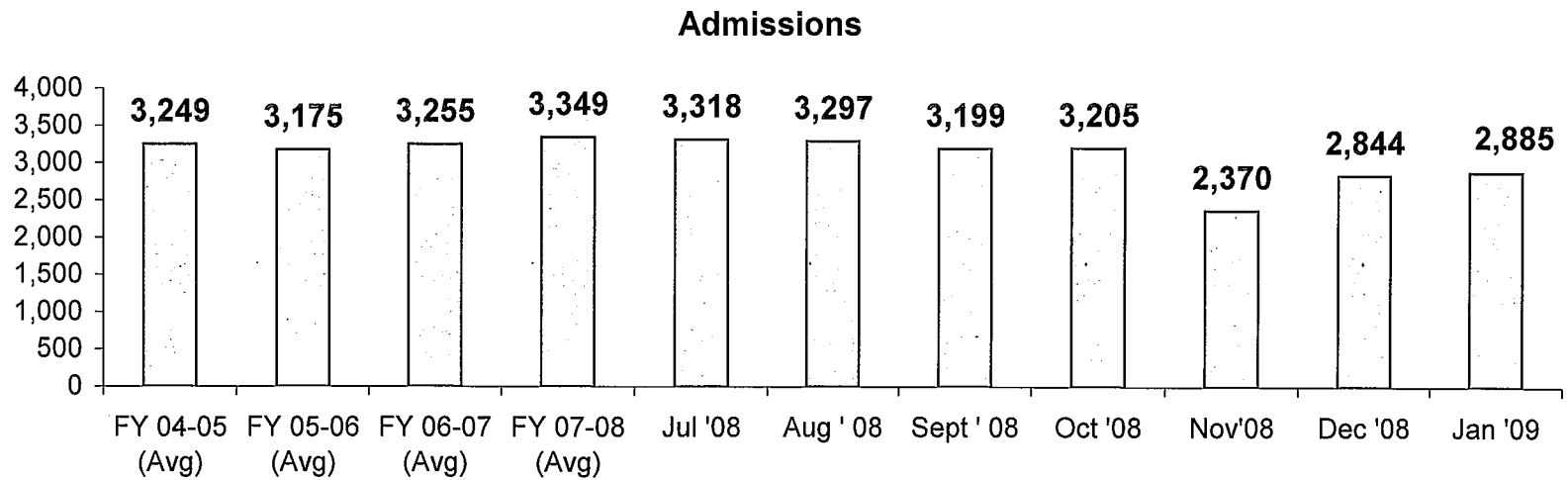
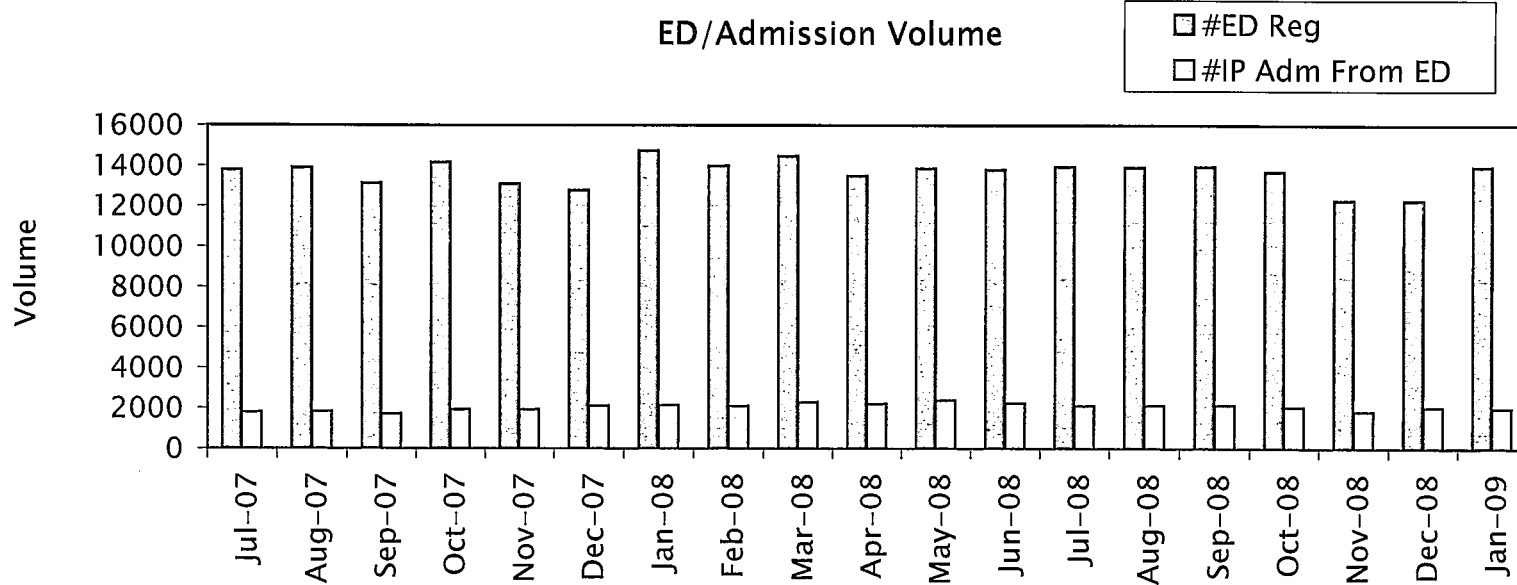
If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

### **Attachments**

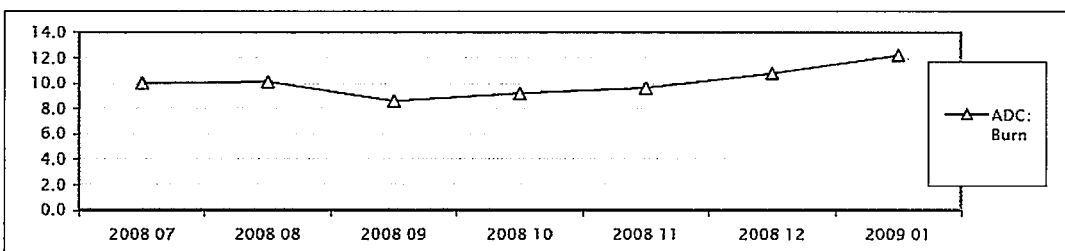
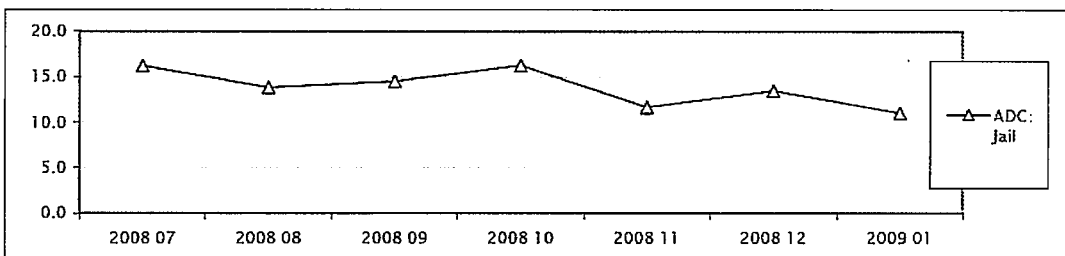
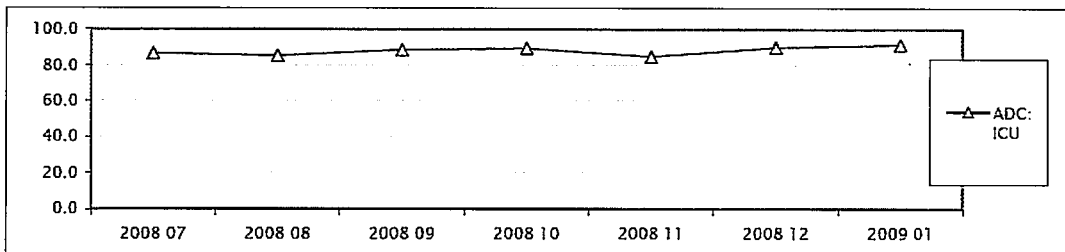
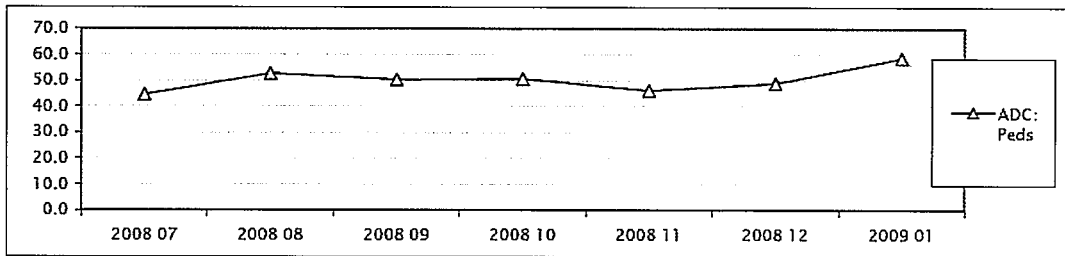
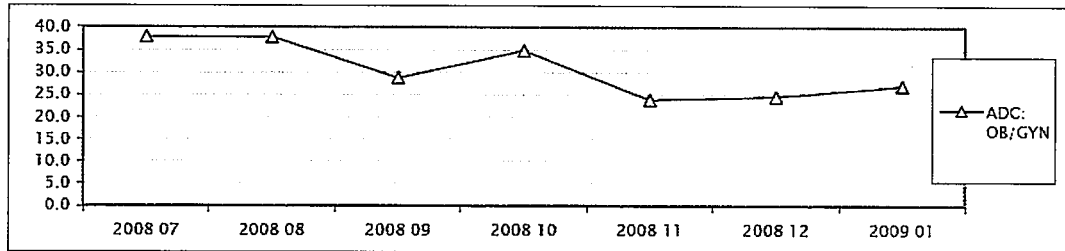
c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

# LAC+USC Medical Center Workload Summary





LAC+USC Healthcare Network  
Average Daily Census by Nursing Unit Subset  
Jul-2008 to Jan-2009 (Med/Surg and Newborn Excluded)





**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To improve health  
through leadership,  
service and education.*



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February 20, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #6 (Agenda Item #S-1,  
February 24, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of January 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of January 2009 was 551 out of 671 licensed beds, an estimated 80% utilization rate (82% occupancy). This is an increase from an ADC of 525 for the prior month. The census for Medical/Surgical units continues to grow with an estimated 93% utilization rate (95% occupancy) for January 2009.

**Diversion Data**

Emergency Department (ED) saturation diversion averaged 58% for the month of January 2009, an increase of 18% over the prior month. The hospital was also briefly on Internal Disaster diversion the night of January 10, 2009, when ED radiology service was temporarily disrupted because of technology issues, and was quickly resolved.

**Additional Information Requested**

On February 10, 2009, the Department of Health Services and the Chief Executive Office were instructed by Supervisor Knabe to report back on the length of time people wait to be seen in the ED and the number of patients who leave without being seen. The ED Boarding and Wait Times and Left Without Being Seen are included in the attached report and will be included regularly as part of the Operational Monitoring Report.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

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811:003

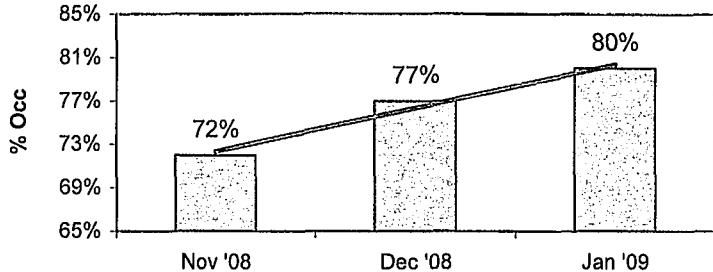
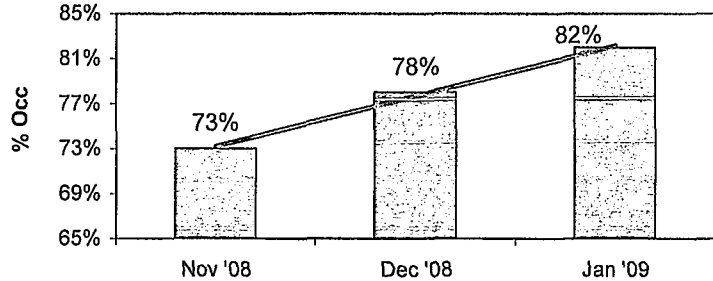
Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

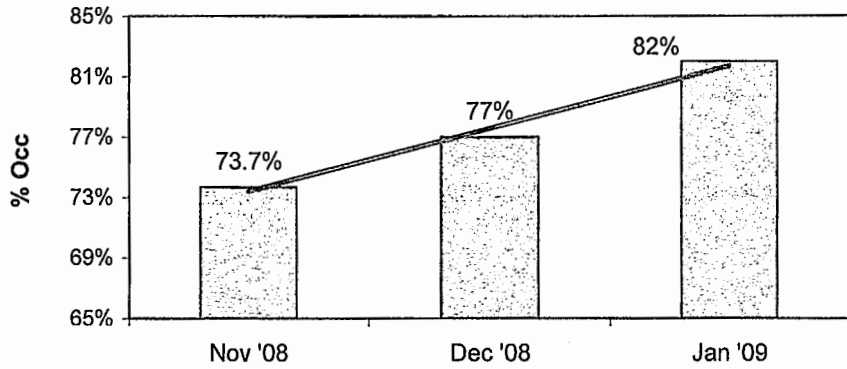
**LAC+USC Medical Center**  
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**Reporting Period –Jan 2009**

Indicator	Definition	Data	Comments																																				
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																							
1a.  Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<div><p style="text-align: center;">ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>598</td></tr><tr><td>Dec '06</td><td>623</td></tr><tr><td>Jan '07</td><td>612</td></tr><tr><td>Feb '07</td><td>605</td></tr><tr><td>Mar '07</td><td>625.5</td></tr><tr><td>Apr '07</td><td>623</td></tr><tr><td>May '07</td><td>590</td></tr><tr><td>Jun '07</td><td>609</td></tr><tr><td>Jul '07</td><td>605</td></tr><tr><td>Aug '07</td><td>583</td></tr><tr><td>Sep '07</td><td>611</td></tr><tr><td>Oct '07</td><td>578</td></tr><tr><td>Nov '07</td><td>596</td></tr><tr><td>Dec '07</td><td>525</td></tr><tr><td>Jan '08</td><td>491</td></tr><tr><td>Feb '08</td><td>551</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	598	Dec '06	623	Jan '07	612	Feb '07	605	Mar '07	625.5	Apr '07	623	May '07	590	Jun '07	609	Jul '07	605	Aug '07	583	Sep '07	611	Oct '07	578	Nov '07	596	Dec '07	525	Jan '08	491	Feb '08	551	ADC provided as background information.
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Indicator	Definition	Data	Comments																
1b. Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census – Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr></tbody></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\text{Med Center Census} + \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census + Newborns / 600</p>  <table><caption>Medical Center Licensed Occupancy Rate (including Newborns)</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr></tbody></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
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**LAC+USC Medical Center**  
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		<p>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</p> <p>Med Center Census + Newborns + Psych Hosp Census / 671</p>  <table><caption>Healthcare Network Budgeted Occupancy Data</caption><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr></tbody></table> <p>Medical Center = New facility</p> <p>Healthcare Network = New facility + Psychiatric Hospitals</p>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	
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Indicator #2 - Emergency Department Metrics											

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<p><b>2a.</b></p> <p><b>Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<p><b>Median Boarding Time</b></p> <table border="1"> <caption>Median Boarding Time Data</caption> <thead> <tr> <th>Category</th> <th>Nov '08</th> <th>Dec '08</th> <th>Jan '09</th> </tr> </thead> <tbody> <tr> <td>Adult</td> <td>4:28</td> <td>4:58</td> <td>5:18</td> </tr> <tr> <td>Peds</td> <td>2:18</td> <td>2:17</td> <td>2:18</td> </tr> <tr> <td>Total</td> <td>4:12</td> <td>4:33</td> <td>4:30</td> </tr> </tbody> </table>	Category	Nov '08	Dec '08	Jan '09	Adult	4:28	4:58	5:18	Peds	2:18	2:17	2:18	Total	4:12	4:33	4:30	
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Indicator	Definition	Data	Comments																
<b>Indicator #2 - Emergency Department Metrics</b>																			
<b>2b.</b> <b>ED Wait Time</b>	<p><b>ED Wait Time:</b>  Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b>  Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>ED Wait Time</b></p> <table border="1"> <caption>ED Wait Time Data (hrs:min)</caption> <thead> <tr> <th>Category</th> <th>Nov '08</th> <th>Dec '08</th> <th>Jan '09</th> </tr> </thead> <tbody> <tr> <td>Adult</td> <td>10:36</td> <td>10:54</td> <td>11:48</td> </tr> <tr> <td>Peds</td> <td>3:18</td> <td>3:18</td> <td>3:00</td> </tr> <tr> <td>Total</td> <td>10:30</td> <td>10:24</td> <td>10:00</td> </tr> </tbody> </table> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric and Observation Unit patients</p> <p><b>Total ED Wait time:</b> *Includes Psych, Pediatric and Observation Unit, Jail and adult patients</p> <p>Jan data is Preliminary data</p>	Category	Nov '08	Dec '08	Jan '09	Adult	10:36	10:54	11:48	Peds	3:18	3:18	3:00	Total	10:30	10:24	10:00	
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2c.  Left Without Being Seen (LWBS)   *Harris Rodde Indicator	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better</p>	<div><div>Left Without Being Seen</div><table><thead><tr><th>Month</th><th>Number</th><th>Percent</th></tr></thead><tbody><tr><td>Oct-06</td><td>1200</td><td>10%</td></tr><tr><td>Nov</td><td>1000</td><td>8%</td></tr><tr><td>Dec</td><td>900</td><td>7%</td></tr><tr><td>Jan</td><td>1000</td><td>8%</td></tr><tr><td>Feb</td><td>900</td><td>7%</td></tr><tr><td>Mar</td><td>800</td><td>6%</td></tr><tr><td>Apr</td><td>800</td><td>6%</td></tr><tr><td>May</td><td>800</td><td>6%</td></tr><tr><td>Jun</td><td>900</td><td>7%</td></tr><tr><td>Jul</td><td>1100</td><td>9%</td></tr><tr><td>Aug</td><td>1100</td><td>9%</td></tr><tr><td>Sep</td><td>1000</td><td>8%</td></tr><tr><td>Oct</td><td>1000</td><td>8%</td></tr><tr><td>Nov</td><td>800</td><td>6%</td></tr><tr><td>Dec</td><td>900</td><td>7%</td></tr><tr><td>Jan</td><td>1000</td><td>8%</td></tr><tr><td>Feb</td><td>1000</td><td>8%</td></tr><tr><td>Mar</td><td>1000</td><td>8%</td></tr><tr><td>Apr</td><td>700</td><td>5%</td></tr><tr><td>May</td><td>800</td><td>6%</td></tr><tr><td>Jun</td><td>900</td><td>7%</td></tr><tr><td>Jul</td><td>900</td><td>7%</td></tr><tr><td>Aug</td><td>1000</td><td>8%</td></tr><tr><td>Sep</td><td>1000</td><td>8%</td></tr><tr><td>Oct</td><td>1100</td><td>9%</td></tr><tr><td>Nov</td><td>1600</td><td>12%</td></tr><tr><td>Dec</td><td>1400</td><td>10%</td></tr><tr><td>Jan 09</td><td>2200</td><td>16%</td></tr></tbody></table></div>	Month	Number	Percent	Oct-06	1200	10%	Nov	1000	8%	Dec	900	7%	Jan	1000	8%	Feb	900	7%	Mar	800	6%	Apr	800	6%	May	800	6%	Jun	900	7%	Jul	1100	9%	Aug	1100	9%	Sep	1000	8%	Oct	1000	8%	Nov	800	6%	Dec	900	7%	Jan	1000	8%	Feb	1000	8%	Mar	1000	8%	Apr	700	5%	May	800	6%	Jun	900	7%	Jul	900	7%	Aug	1000	8%	Sep	1000	8%	Oct	1100	9%	Nov	1600	12%	Dec	1400	10%	Jan 09	2200	16%	
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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	Jan '09	58	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																											

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –Jan 2009**

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4.  Rancho Los Amigos Hospital (RLAH) Transfers	<p><b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b> Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<u>Month of Jan</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	37	NA	-
		# Referred to RLAH	37	21	58
		# Transfers	24	21	45
		# Denied	2	NA	-
		# Cancelled	11	NA	-
		# Patients refused	NA	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	47	NA	-		
# Referred to RLAH	36	5	41		
# Transfers	29	5	34		
# Denied	4	NA	-		
# Cancelled	6	NA	-		
# Patients refused	1	NA	-		
Other /Pending	9	NA	-		

**LAC+USC Medical Center**  
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Indicator	Definition	Data	Comments																																																																																							
Indicator #5 – Harris Rodde Indicators																																																																																										
5.  Average Length of Stay (ALOS)          *Harris Rodde Indicator	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>ALOS</b></p> <table border="1"><caption>ALOS Data Points (Estimated from Graph)</caption><thead><tr><th>Month</th><th>Actual ALOS</th><th>Target ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td><td>5.5</td></tr><tr><td>Nov '06</td><td>6.4</td><td>5.5</td></tr><tr><td>Dec '06</td><td>5.6</td><td>5.5</td></tr><tr><td>Jan '07</td><td>5.1</td><td>5.5</td></tr><tr><td>Feb '07</td><td>5.3</td><td>5.5</td></tr><tr><td>Mar '07</td><td>5.6</td><td>5.5</td></tr><tr><td>Apr '07</td><td>5.8</td><td>5.5</td></tr><tr><td>May '07</td><td>5.5</td><td>5.5</td></tr><tr><td>Jun '07</td><td>5.3</td><td>5.5</td></tr><tr><td>Jul '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Aug '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Sep '07</td><td>5.4</td><td>5.5</td></tr><tr><td>Oct '07</td><td>5.2</td><td>5.5</td></tr><tr><td>Nov '07</td><td>5.1</td><td>5.5</td></tr><tr><td>Dec '07</td><td>4.7</td><td>5.5</td></tr><tr><td>Jan '08</td><td>5.7</td><td>5.5</td></tr><tr><td>Feb '08</td><td>5.3</td><td>5.5</td></tr><tr><td>Mar '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Apr '08</td><td>5.8</td><td>5.5</td></tr><tr><td>May '08</td><td>5.7</td><td>5.5</td></tr><tr><td>Jun '08</td><td>5.4</td><td>5.5</td></tr><tr><td>Jul '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Aug '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Sep '08</td><td>5.7</td><td>5.5</td></tr><tr><td>Oct '08</td><td>5.4</td><td>5.5</td></tr><tr><td>Nov '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Dec '08</td><td>5.8</td><td>5.5</td></tr><tr><td>Jan '09</td><td>5.4</td><td>5.5</td></tr></tbody></table> <p style="text-align: center;">—◆— Target ALOS      —□— Actual ALOS</p> <p>*Preliminary data pending Auditor-Controller validation</p>	Month	Actual ALOS	Target ALOS	Oct '06	6.5	5.5	Nov '06	6.4	5.5	Dec '06	5.6	5.5	Jan '07	5.1	5.5	Feb '07	5.3	5.5	Mar '07	5.6	5.5	Apr '07	5.8	5.5	May '07	5.5	5.5	Jun '07	5.3	5.5	Jul '07	5.2	5.5	Aug '07	5.2	5.5	Sep '07	5.4	5.5	Oct '07	5.2	5.5	Nov '07	5.1	5.5	Dec '07	4.7	5.5	Jan '08	5.7	5.5	Feb '08	5.3	5.5	Mar '08	5.8	5.5	Apr '08	5.8	5.5	May '08	5.7	5.5	Jun '08	5.4	5.5	Jul '08	5.8	5.5	Aug '08	5.8	5.5	Sep '08	5.7	5.5	Oct '08	5.4	5.5	Nov '08	5.8	5.5	Dec '08	5.8	5.5	Jan '09	5.4	5.5	Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.
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**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –Jan 2009**

Indicator	Definition	Data	Comments																				
<b>Indicator #6 – Pediatric Metrics</b>																							
<b>6.</b> <b>Pediatric Bed Census and Occupancy (%)</b>  <b>Pediatric ICU (PICU)</b> <b>Neonatal ICU (NICU)</b> <b>Pediatric Unit</b> <b>Adolescent Unit</b>	<p><b>Census:</b>  The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b>  The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b>  Affinity</p>	<table border="1"> <caption>Pediatric Bed Census and Occupancy (%) Data</caption> <thead> <tr> <th>Unit</th> <th>Nov-08</th> <th>Dec-08</th> <th>Jan-09</th> </tr> </thead> <tbody> <tr> <td>NICU (40 Beds)</td> <td>56%</td> <td>52%</td> <td>52%</td> </tr> <tr> <td>Peds Ward (25 Beds)</td> <td>54%</td> <td>60%</td> <td>68%</td> </tr> <tr> <td>PICU (10 Beds)</td> <td>50%</td> <td>60%</td> <td>70%</td> </tr> <tr> <td>Med/Surg Adolescent (20 Beds)</td> <td>33%</td> <td>40%</td> <td>75%</td> </tr> </tbody> </table>	Unit	Nov-08	Dec-08	Jan-09	NICU (40 Beds)	56%	52%	52%	Peds Ward (25 Beds)	54%	60%	68%	PICU (10 Beds)	50%	60%	70%	Med/Surg Adolescent (20 Beds)	33%	40%	75%	
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**Los Angeles County  
Board of Supervisors**

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Second District


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**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

March 6, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #7 (Agenda Item #S-1,  
March 10, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not a full monthly report but an interim operational report and includes additional information in response to questions posed by your Board at the meeting held February 24, 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of February 2009 was 563 out of 671 licensed beds, an estimated 82% utilization rate (84% occupancy). This is an increase from an ADC of 551 for January 2009. The census for Medical/Surgical units remained the same as the prior month with an estimated 93% utilization rate (95% occupancy) for February 2009.

**Emergency Department and Admission Volume Trending**

Attachment 1 demonstrates the trending of ED registration volumes, admissions from the ED, and total hospitals admission. For February, the ED Volume and Total Admissions were down slightly which can be attributed to the shorter numbers of days in February. Overall, census has increased and admission volume from the ED was stable.

Attachment 2 is the ADC Specialty Bed census for February 2009. Most of the services are showing a continual trend upwards with the exception of the Burn Unit. It is expected that there will be normal fluctuations in census for all of these specialty areas over time.

**Diversion Data**

ED saturation diversion averaged 52% for the month of February 2009 which is a slight decrease from the month of January 2008 which was 58%.

**Additional Information Requested**

On February 24, 2009, DHS and the Chief Executive Office were instructed by Supervisor Molina to report back on any impacts the hours of operation for

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the Urgent Access Diagnostic Center (UADC) may have on the Left Without Being Seen (LWBS) patients. The following is a review of the UADC status, plans for expansion and correlation analysis:

#### Urgent Access Diagnostic Center (UADC)

The UADC operates Monday - Friday, 8am - 8pm and Saturday, 9am - 5:30pm, utilizing nine treatment rooms. The approximate square footage is 7,425 square feet which includes the waiting room, nursing stations and work areas.

An average of 85 patients are currently seen on a daily basis; 33 slots/day come from ED referrals as next day appointments. LAC+USC is planning to expand the 33 ED slots to 43 slots in the near future.

#### UADC Expansion Plan

LAC+USC has a two-phased plan for expanding the UADC over the next six months. Phase One of the UADC expansion will increase the Saturday hours from 8am - 8pm with an implementation date in approximately two weeks, pending final staffing arrangements.

Phase Two of the UADC expansion will increase the total treatment rooms to 18 by renovating additional space and adding 2, 225 square feet. Beginning July 2009, LAC+USC management will start minor remodeling and renovation including, but not limited to, refinishing benches, front counter extension, patchwork, painting, and floor refinishing. These are estimated to take 60 days with plans to finalize the expansion in September 2009.

After completion of both phases, it is estimated that the current number of patient visits will double.

#### Correlation Between UADC Hours and ED LWBS

LAC+USC management has evaluated the possible correlation between the UADC hours and ED LWBS patients. Although there was a 6% increase in patients LWBS in January 2009, there appears to be no relationship between the UADC hours of operation and the patients leaving. In fact, the largest numbers of patients that leave the facility are at 5am and 5pm. Additional analysis of chief complaints is being conducted; however, all patients are low acuity. The Department will continue to trend and follow these indicators and apprise the Board of further findings.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

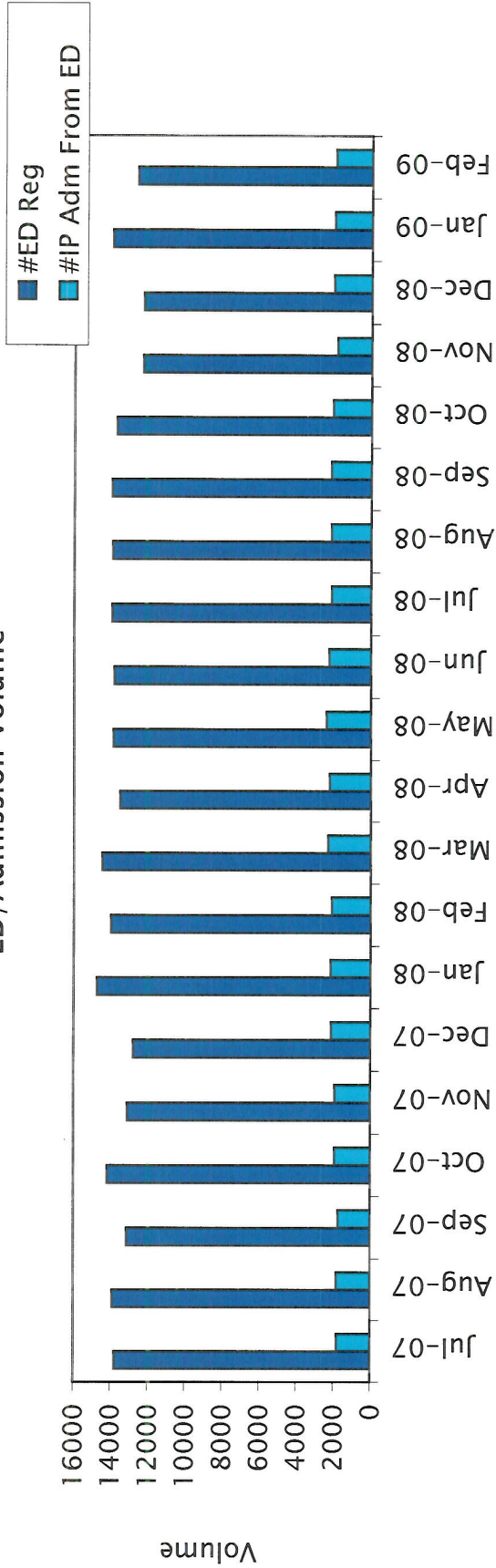
#### Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

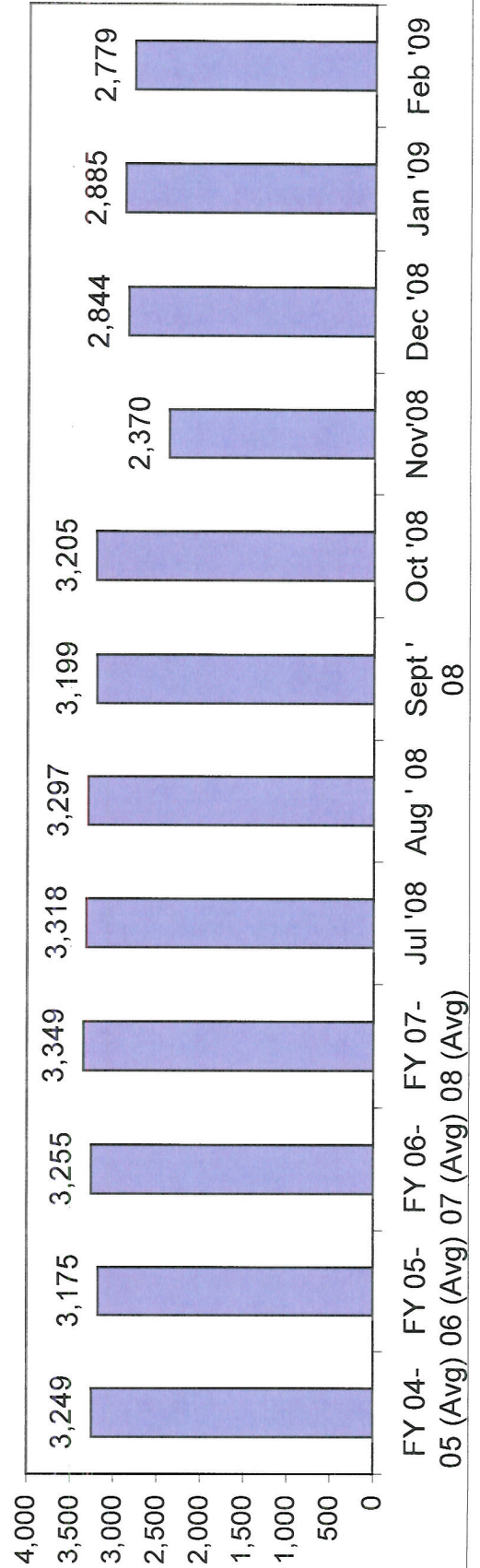


# LAC+USC Medical Center Workload Summary

ED/Admission Volume



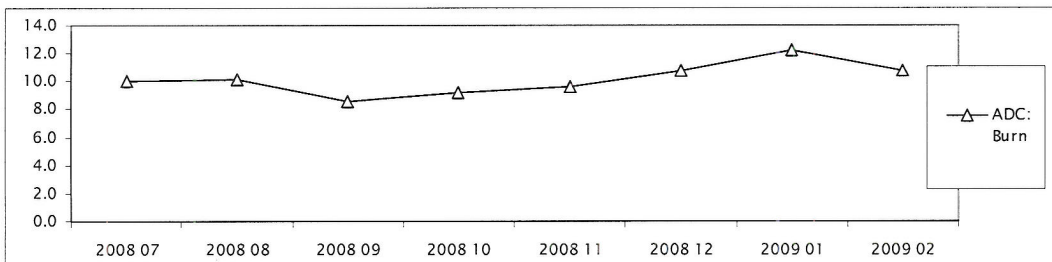
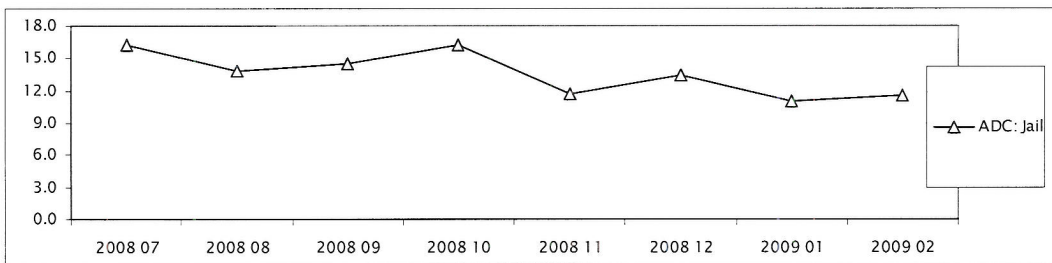
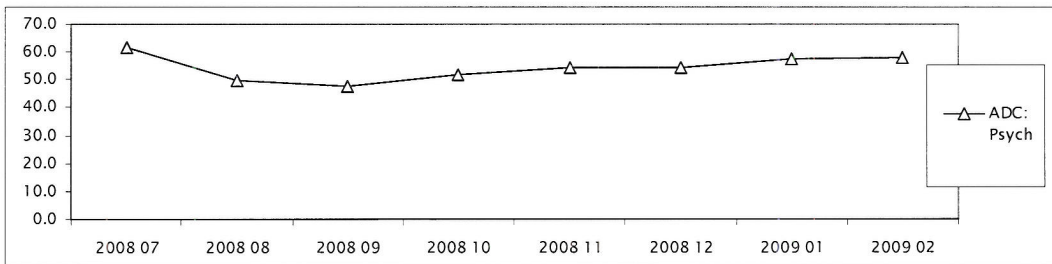
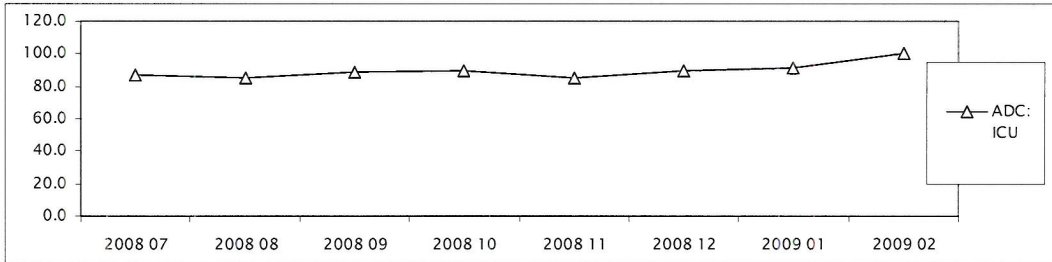
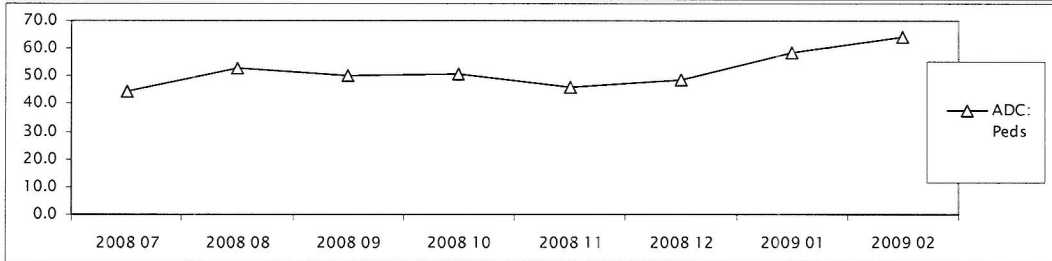
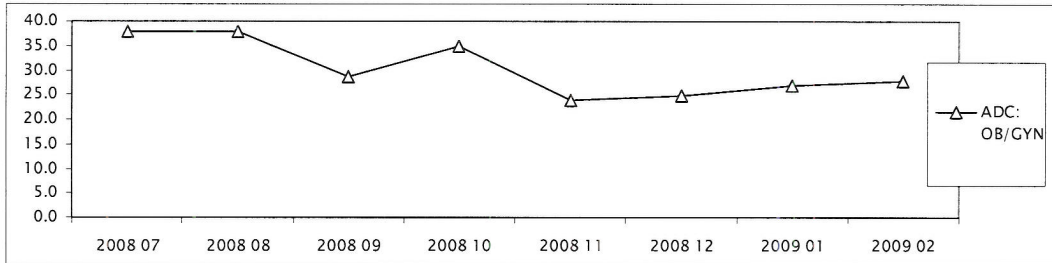
Admissions





**LAC+USC Healthcare Network**  
**Average Daily Census by Nursing Unit Subset, Jul-2008 to Feb-2009**  
 based on Affinity Nursing Unit Statistical Reports

Attachment 2





**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

April 10, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #9 (Agenda Item #S-1, April 14, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not a full monthly report but an interim operational report with focus on emergency department (ED) and admission volumes as well as specialty services trending. Also incorporated herein is further detail and follow-up to the February 6, 2009 report specific to staffing of specialty services and adequacy of residency training programs based on census (questions posed by Supervisor Antonovich).

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of March 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is an increase from an ADC of 563 for February 2009. The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for March 2009.

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**Emergency Department and Admission Volume Trending**

Attachment 1 demonstrates the trending of ED registration volumes, admissions from the ED, and total hospital admissions. For the month of March, the ED Volume (11% increase), ED Admissions (7% increase), and Total Admissions (7% increase) have all exceeded the February volumes. In the past four weeks, the ED has experienced two significant surges of patients presenting both by ambulance and walk-in. In both cases, patients boarding in the ED pending admission have exceeded sixty patients at one time (normally peaks at 20-30 range) during a 24-hour period. Actions taken during these surges include increased transfers to Rancho Los Amigo Rehabilitation Center and private hospitals as well as heightened patient flow activities within the facility, e.g., expediting discharges, rapid housekeeping bed turn over, etc.



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Hospital administration is in the final stages of revising and implementing the ED Surge Plan, a plan that predicts and measures the potential levels of ED overcrowding. Each level will define action steps necessary to mitigate increasing surge, such as those described above. The highest level will include temporarily admitting patients to inpatient hallways during peak levels of ED volume.

The cause of these surges is unknown although the hospital tends to have an increased ED volume during summer months. Harbor-UCLA and Olive View Medical Centers are also reporting increases in ED and clinic patients describing loss of medical insurance coverage due to job loss and the economic environment.

### **Urgent Access Diagnostic Center Expansion Plan Update**

The expansion from 33 to 43 appointments directly from the ED, has been implemented. In addition, the UADC expansion of Saturday hours from eight to twelve hours begins this Saturday, April 11, 2009. This should also reduce ED surges and ED wait times for lower acuity patients.

### **Analysis of Patient Specialty Services**

Attachment 2 shows the ADC trends for the specialty areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn. All specialty areas have demonstrated increases in census since the move into the Replacement Facility with the exception of Burn census; however, fluctuations up and down exist.

Adequate staffing for all specialty services is consistent with both census fluctuations and appropriate nurse-patient ratios, primarily by using County workforce, supplemented by registry personnel as needed. During periods of reduced census, registry personnel are minimized and staff is redeployed to areas of need elsewhere in the facility.

The Department, through the Director of the Office of Managed Care, is negotiating with health plans to admit or transfer patients to LAC+USC for higher level of care, such as, OB/GYN, pediatric, NICU, and burn patients where capacity exists. Pediatric transfers from Children's Hospital of Los Angeles (CHLA) have been reduced for this period due to a decreased census at CHLA, as reported by the Chief Executive Officer of CHLA.

Assessment of bed utilization is conducted daily to ensure appropriate and maximal inpatient bed utilization. On January 6, 2009 admissions to the Adolescent Unit were expanded to include eligible adults when vacancies exist to decompress the adult admissions waiting in the ED. This has effectively maximized the average daily census on this unit without impacting access or waiting times for adolescent patients.

### **Evaluating Resident Rotation in Specialty Training Programs**

A question was posed as to whether medical residents are receiving necessary training experience as required by the Accreditation Council for Graduate Medical Education (ACGME) if there are census impacts.

Residency training experience has been assessed and analyzed based on multiple variables including, but not limited to, inpatient and outpatient encounters, didactic, and clinical activities and other measures depending on the unique specialty. Because of the recovery in census after the first month of the move, the census in specialty programs is adequate to meet residency training needs. The minimal variance in inpatient specialty service census over the first several months had no measurable negative impact on the stability of the residency training programs.

Initial evaluations by residents and the ACGME program appear positive for all residency training. In fact, resident interviews and recruitment activities have provided highly positive feedback from candidates as a result of the environment and technology improvements in the new Replacement Facility.

The Director of Graduate Medical Education in conjunction with the Graduate Medical Education Committee are planning intensive and comprehensive mid-cycle reviews for 17 resident training programs to evaluate and ensure quality resident training experiences. Additionally, an intensive survey of every resident training program is scheduled for May-June 2009 that includes evaluation of resident patient experience and the addition of procedure logs.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

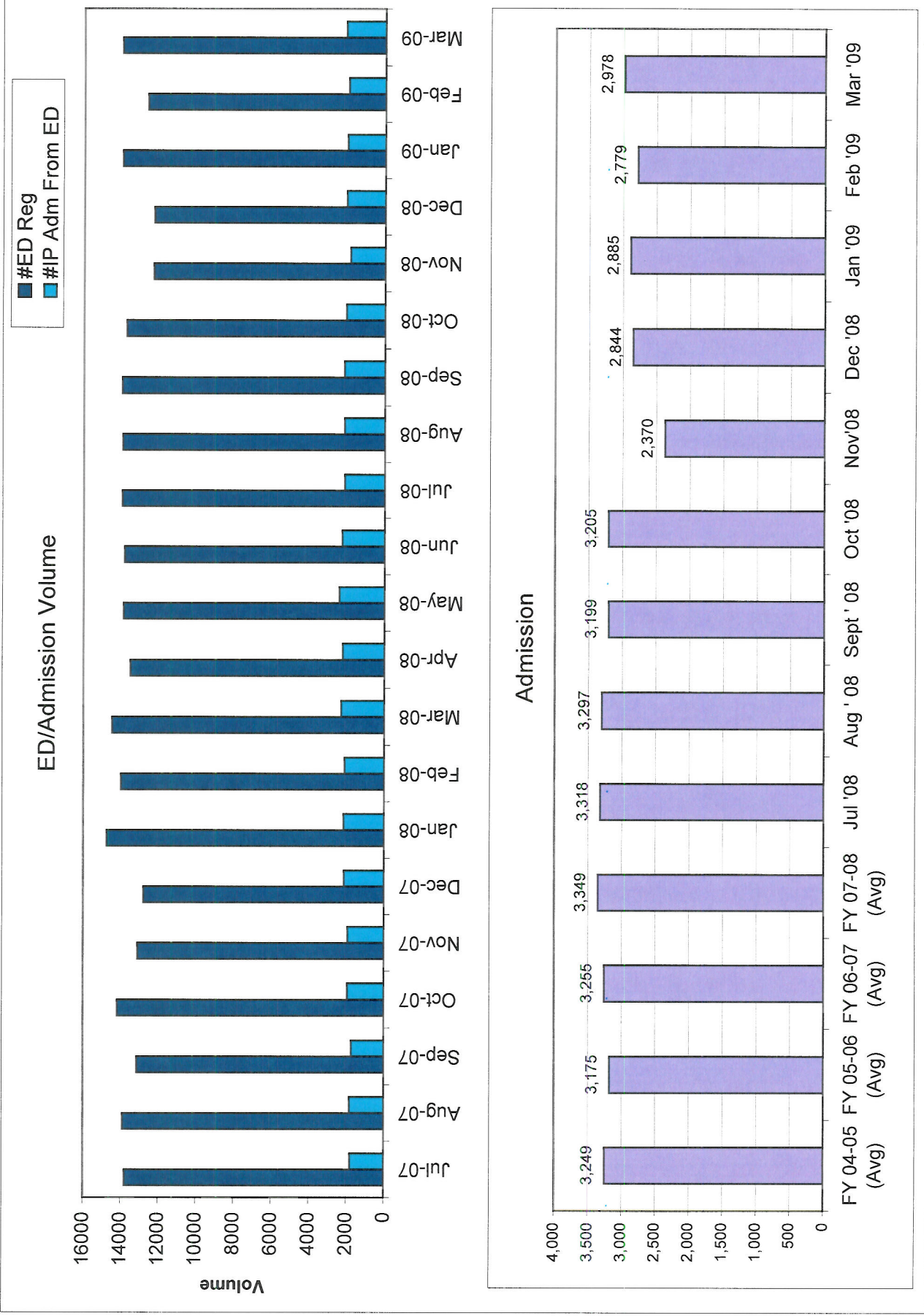
JFS:CM:pm  
811:003

#### Attachments

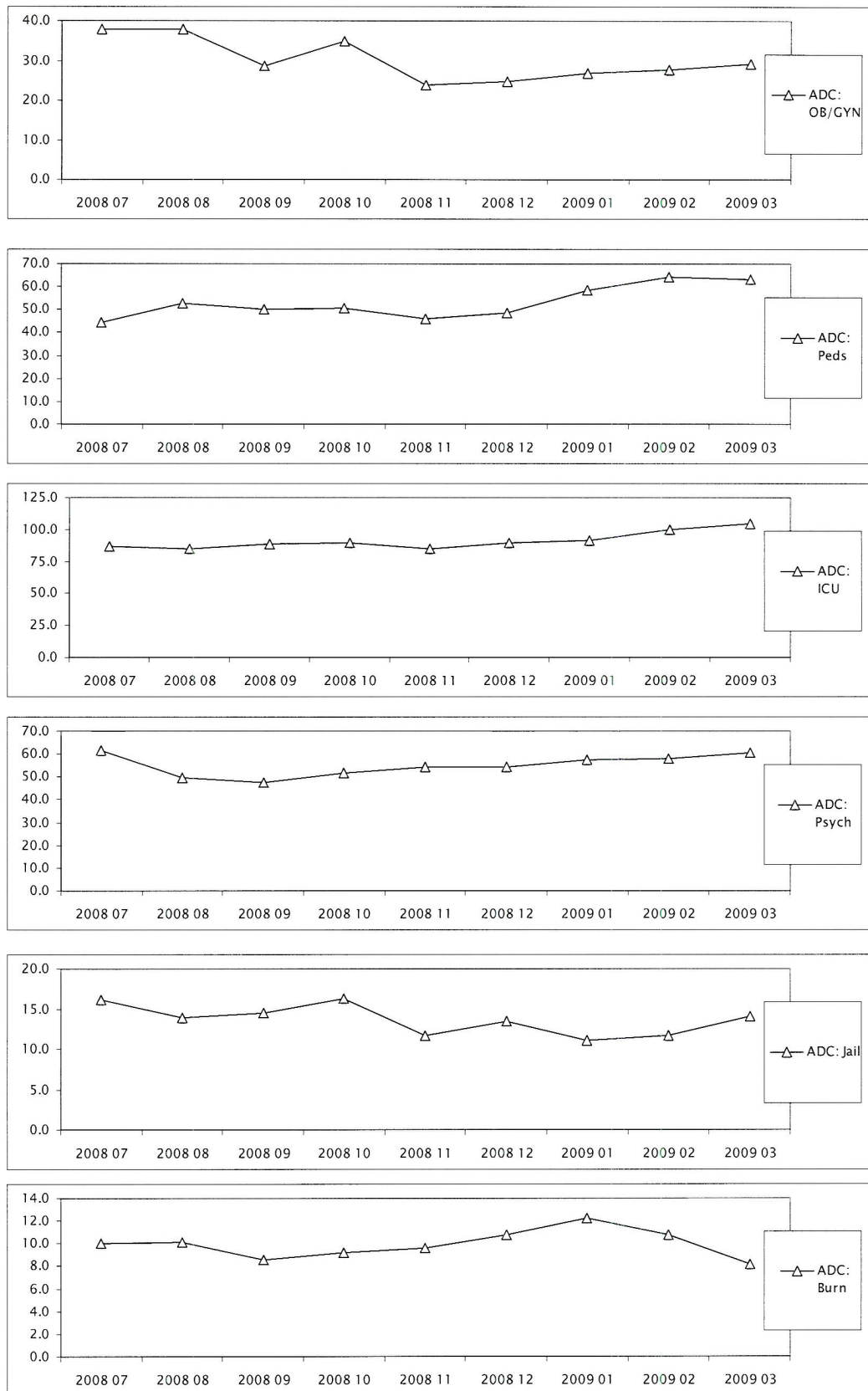
c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors



# LAC+USC Medical Center Workload Summary



**LAC+USC Healthcare Network**  
**Average Daily Census by Nursing Unit Subset, Jul-2008 to Mar-2009**  
based on Affinity Nursing Unit Statistical Reports





Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

John F. Schunhoff, Ph.D.  
Interim Director

Robert G. Splawn, M.D.  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*



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April 24, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. *R. Splawn for JS*  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #10 (Agenda Item #S-1,  
April 28, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of March 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of March 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is an increase from an ADC of 563 for February 2009. The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for March 2009.

**Diversion Data**

ED saturation diversion averaged 55% for the month of March 2009 which is a slight increase from the month of February 2009 which was 52%.

**Emergency Department**

LAC+USC is targeted to begin implementing the ED Surge Plan on April 21, 2009. The Surge Plan is a unit by unit specific plan and has been revised to reflect the footprint of the new facility. The Department reported in Progress Report Update #9 that a component of the highest levels of crowding would be temporarily admitting patients to inpatient hallways during peak levels of ED volume. After re-evaluation of the ED Surge Plan, DHS will implement other available options to address potential surge at the facility.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

**Attachments**

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>			
1a. Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <p>ADC provided as background information.</p>	



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments																								
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																											
1b. Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<div><p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p><table><caption>Medical Center Licensed Occupancy Rate (excluding Newborns)</caption><thead><tr><th>Month</th><th>Occupancy Rate (%)</th></tr></thead><tbody><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr></tbody></table><p>Med Center Census – Newborns / 600</p></div> <div><p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\text{Med Center Census} + \text{Newborns} / 600</math></p><table><caption>Medical Center Licensed Occupancy Rate (including Newborns)</caption><thead><tr><th>Month</th><th>Occupancy Rate (%)</th></tr></thead><tbody><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr></tbody></table><p>Med Center Census + Newborns / 600</p></div>	Month	Occupancy Rate (%)	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Month	Occupancy Rate (%)	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	Mar '09	85%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
Month	Occupancy Rate (%)																										
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LAC+USC Medical Center  
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Reporting Period – March 2009

Indicator	Definition	Data	Comments												
		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><p>Med Center Census + Newborns + Psych Hosp Census / 671</p><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr></tbody></table></div> <div>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	
Month	% Occ														
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments																				
Indicator #2 - Emergency Department Metrics																							
2a. Median Emergency Department Boarding Time (EDBT)	<p><b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<div><p><b>Median EDBoarding Time</b></p><table><thead><tr><th>Category</th><th>Nov '08</th><th>Dec '08</th><th>Jan '09</th><th>Feb '09</th></tr></thead><tbody><tr><td>Adult</td><td>4:28</td><td>5:22</td><td>4:58</td><td>5:14</td></tr><tr><td>Peds</td><td>2:18</td><td>2:17</td><td>2:21</td><td>3:00</td></tr><tr><td>Total</td><td>4:12</td><td>4:33</td><td>4:28</td><td>4:44</td></tr></tbody></table><p>Legend: Nov '08 (dark blue), Dec '08 (light blue), Jan '09 (yellow), Feb '09 (pink)</p></div>	Category	Nov '08	Dec '08	Jan '09	Feb '09	Adult	4:28	5:22	4:58	5:14	Peds	2:18	2:17	2:21	3:00	Total	4:12	4:33	4:28	4:44	
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*Harris Rodde Indicator																							

March '09 data is Preliminary data

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments																																				
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**LAC+USC Medical Center**  
Operational Monitoring Report  
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Indicator	Definition	Data	Comments																								
<b>Indicator #2 - Emergency Department Metrics</b>																											
2b. ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>ED Wait Time</b></p> <table border="1"> <thead> <tr> <th></th><th>Adult</th><th>Peds</th><th>Total</th></tr> </thead> <tbody> <tr> <td>Nov '08</td><td>10:36</td><td>3:18</td><td>10:30</td></tr> <tr> <td>Dec '08</td><td>11:07</td><td>2:53</td><td>09:36</td></tr> <tr> <td>Jan '09</td><td>12:20</td><td>3:20</td><td>10:41</td></tr> <tr> <td>Feb '09</td><td>10:54</td><td>3:31</td><td>9:19</td></tr> <tr> <td>Mar '09</td><td>10:18</td><td>3:18</td><td>12:12</td></tr> </tbody> </table> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients <b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail March '09 data is Preliminary data</p>		Adult	Peds	Total	Nov '08	10:36	3:18	10:30	Dec '08	11:07	2:53	09:36	Jan '09	12:20	3:20	10:41	Feb '09	10:54	3:31	9:19	Mar '09	10:18	3:18	12:12	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments
<b>Indicator #2 - Emergency Department Metrics</b>			
2c. <b>Left Without Being Seen (LWBS)</b>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p>March '09 data is Preliminary data</p>	
*Harris Rodde Indicator			

**LAC+USC Medical Center**  
Operational Monitoring Report  
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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>21</td></tr><tr><td>Oct '07</td><td>25</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>30</td></tr><tr><td>Feb '08</td><td>52</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>51</td></tr><tr><td>May '08</td><td>42</td></tr><tr><td>Jun '08</td><td>40</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>52</td></tr><tr><td>Dec '08</td><td>50</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>55</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	28	Sep '07	21	Oct '07	25	Nov '07	21	Dec '07	25	Jan '08	30	Feb '08	52	Mar '08	51	Apr '08	51	May '08	42	Jun '08	40	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	52	Dec '08	50	Jan '09	58	Feb '09	55	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
Month	% on Diversion																																																														
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																													



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – March 2009

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p><b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b> Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<b>Month of March</b>			
		<b>Referrals from ER:</b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	61	NA	-
		# Referred to RLAH	61	19	80
		# Transfers	32	19	51
		# Denied	1	NA	-
		# Cancelled	2	NA	-
		# Patients refused	26	NA	-
		<b>Referrals from Inpatients:</b>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	30	NA	-		
# Referred to RLAH	30	2	32		
# Transfers	24	2	26		
# Denied	2	NA	-		
# Cancelled	3	NA	-		
# Patients refused	0	NA	-		
Other /Pending	1	NA	-		



**LAC+USC Medical Center**  
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Indicator #5 – Harris Rodde Indicators																																			
5.	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p>	<p><b>ALOS</b></p> <table><caption>Actual ALOS Data Points (from graph)</caption><thead><tr><th>Month</th><th>Actual ALOS</th></tr></thead><tbody><tr><td>Oct '06</td><td>6.5</td></tr><tr><td>Dec '06</td><td>6.4</td></tr><tr><td>Feb '07</td><td>5.6</td></tr><tr><td>Apr '07</td><td>5.1</td></tr><tr><td>June '07</td><td>5.3</td></tr><tr><td>Aug '07</td><td>5.5</td></tr><tr><td>Oct '07</td><td>5.8</td></tr><tr><td>Dec '07</td><td>5.4</td></tr><tr><td>Feb '08</td><td>5.2</td></tr><tr><td>Apr '08</td><td>5.1</td></tr><tr><td>Jun '08</td><td>5.3</td></tr><tr><td>Aug '08</td><td>5.7</td></tr><tr><td>Oct '08</td><td>5.8</td></tr><tr><td>Dec '08</td><td>5.5</td></tr><tr><td>Feb '09</td><td>5.6</td></tr></tbody></table> <p>Legend: Target ALOS (blue line with diamonds), Actual ALOS (pink line with squares)</p>	Month	Actual ALOS	Oct '06	6.5	Dec '06	6.4	Feb '07	5.6	Apr '07	5.1	June '07	5.3	Aug '07	5.5	Oct '07	5.8	Dec '07	5.4	Feb '08	5.2	Apr '08	5.1	Jun '08	5.3	Aug '08	5.7	Oct '08	5.8	Dec '08	5.5	Feb '09	5.6	Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.
Month	Actual ALOS																																		
Oct '06	6.5																																		
Dec '06	6.4																																		
Feb '07	5.6																																		
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Oct '08	5.8																																		
Dec '08	5.5																																		
Feb '09	5.6																																		
<b>*Harris Rodde Indicator</b>	<p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p>																																	

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Indicator	Definition	Data	Comments																														
Indicator #6 – Pediatric Metrics																																	
6. Pediatric Bed Census and Occupancy (%)	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b> Affinity</p>	<p><b>Pediatrics</b></p> <table><thead><tr><th></th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr></thead><tbody><tr><td>Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr><tr><td>Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr><tr><td>Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr><tr><td>Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr><tr><td>Mar-09</td><td>57%</td><td>72%</td><td>70%</td><td>80%</td></tr></tbody></table>		NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	Nov-08	56%	54%	50%	33%	Dec-08	52%	60%	60%	40%	Jan-09	52%	68%	70%	75%	Feb-09	50%	80%	80%	85%	Mar-09	57%	72%	70%	80%	
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**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

May 8, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #11 (Agenda Item #S-1, May 12, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not the full monthly operational report but an interim operational report of Emergency Department and hospital admission volumes and specialty services trending for the period of April 2009.

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of April 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is the same ADC of 572 for March 2009. The census for Medical/Surgical units was an estimated 94% utilization rate (96% occupancy) for April 2009.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

**Attachments**

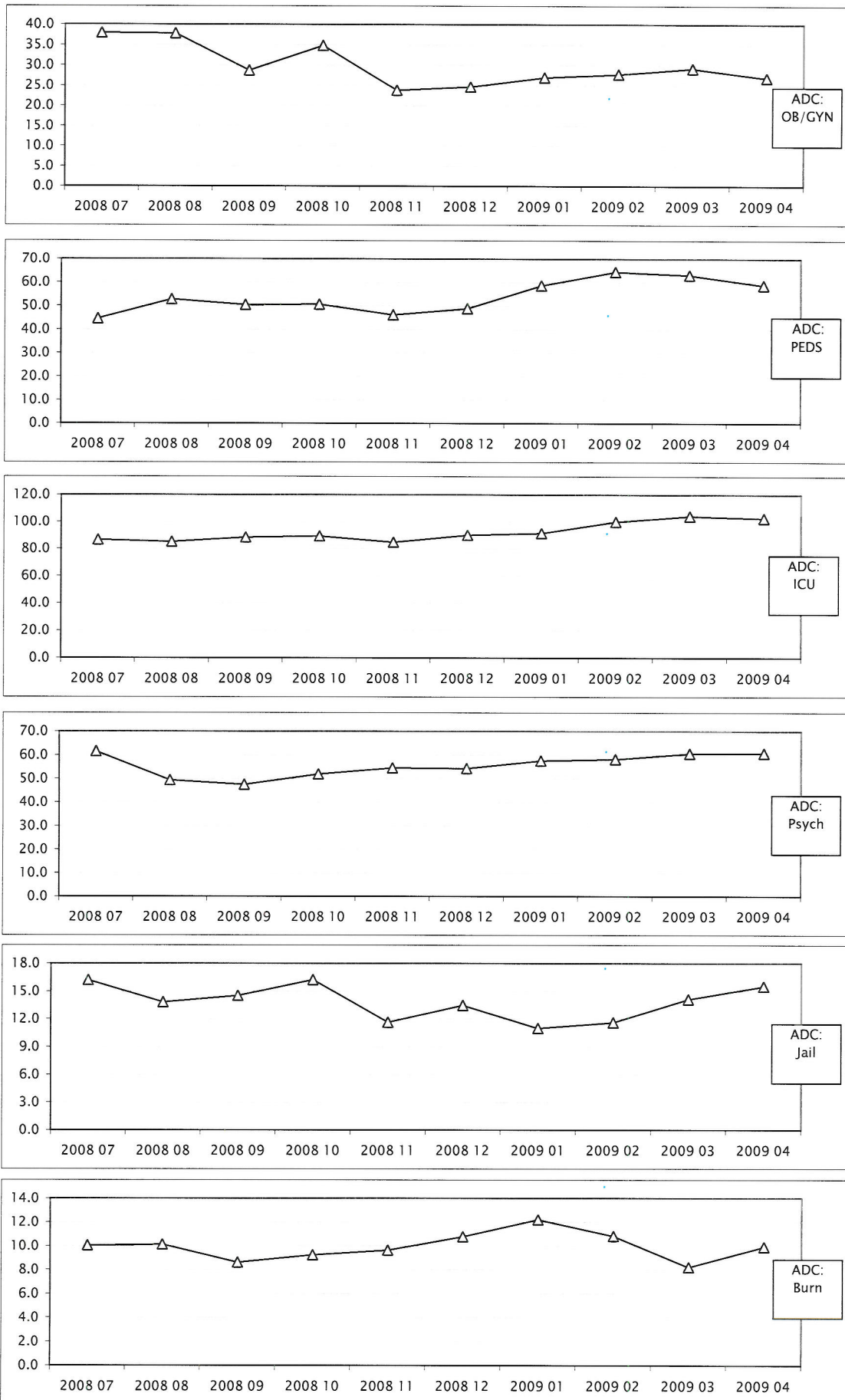
c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

*To improve health  
through leadership,  
service and education.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

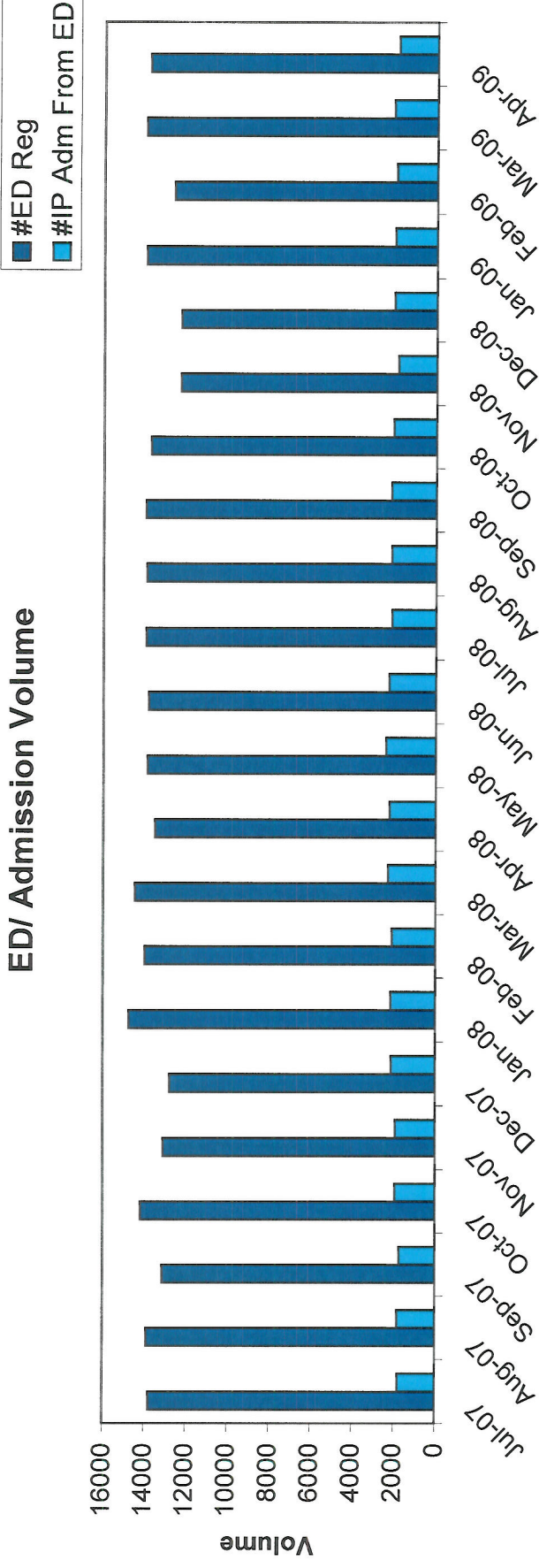
LAC+USC Healthcare Network  
Average Daily Census by Nursing Unit Subset, Jul-2008 to Apr-2009  
based on Affinity Nursing Unit Statistical Reports



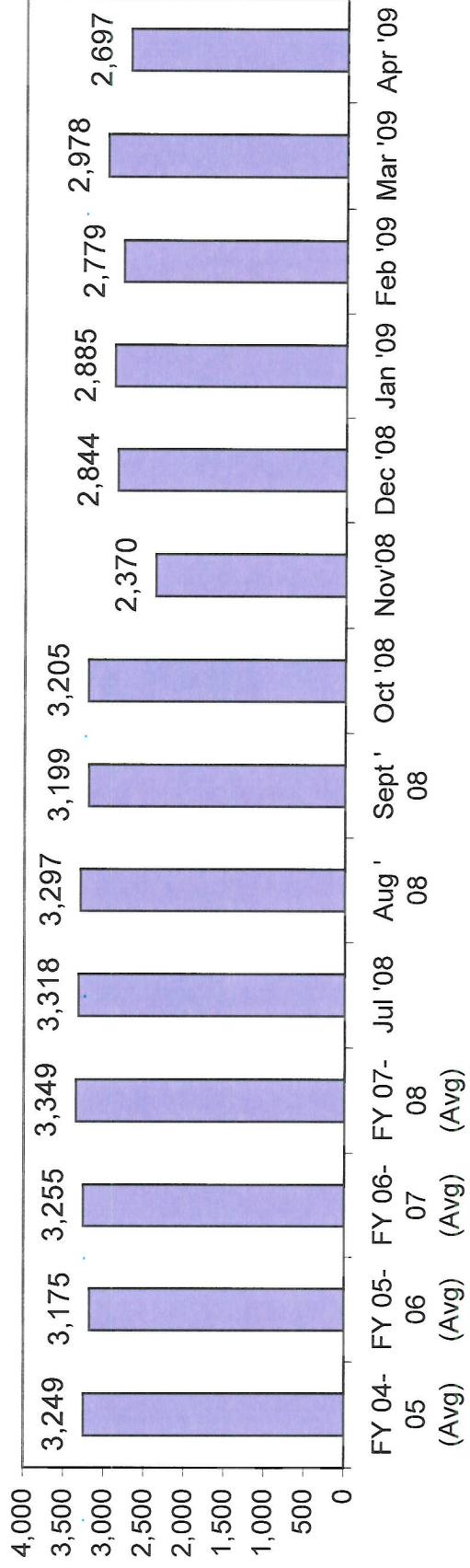


# LAC+USC Medical Center Workload Summary

## ED/ Admission Volume



## Admissions



May 22, 2009

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #12 (Agenda Item #S-1,  
May 26, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of April 2009.

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of April 2009 was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). This is the same ADC as March 2009, the highest level since the November move. The census for Medical/Surgical (Med/Surg) units was an estimated 94% utilization rate (96% occupancy).

**Diversion Data**

ED saturation diversion averaged 58% for the month of April 2009, a slight increase from the month of March 2009.

**Patient Flow Updates**

In an effort to manage increasing ED boarding times (EDBTs) and associated patient flow issues, several major initiatives have been implemented:

Licensing Program Flexibility -- On May 15, 2009, the California Department of Public Health (CDPH) approved LAC+USC's application for program flexibility with respect to 10 intensive care unit (ICU) beds. The facility requested that CDPH authorize the use of 10 ICU beds as Med/Surg ward level beds in an attempt to better meet patient care needs. Currently, there is a greater need for inpatient ward beds as opposed to ICU beds. ICU capacity remains sufficient for patients needing a higher level of care.

The approval allows the facility to staff the beds according to Med/Surg standards (1 nurse to 5 patients) instead of ICU ratios (1 nurse to 2 patients). These beds were opened and staffed on May 18, 2009. The beds can be reverted back to ICU status if there is a need; staffing would be adjusted accordingly.

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Temporary Overflow Med/Surg Beds -- LAC+USC has identified a patient care area of the Diagnostic and Treatment Tower that can be utilized on a temporary basis when the boarding time of patients waiting to be admitted becomes problematic due to lack of inpatient capacity. This overflow area is fully equipped and, when used, is appropriately staffed to manage patients as if assigned to a permanent bed as an interim measure until a bed is made available.

Transfers for Admission -- LAC+USC continues to arrange for transfers of eligible, consenting Med/Surg patients to Rancho Los Amigos Rehabilitation Center for admission. In addition, efforts to transfer patients to private facilities are increased when in-house Med/Surg capacity is maximized. For April 2009, 61 patients were transferred out for admission to Rancho and 35 were transferred to other hospitals for a total of 96 transfers.

The Department continues to look for additional options to decompress the ED during peak periods of activity and increase admission capacity as needed.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer, at (213) 240-8370.

JFS:CM:pm  
811:003

Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

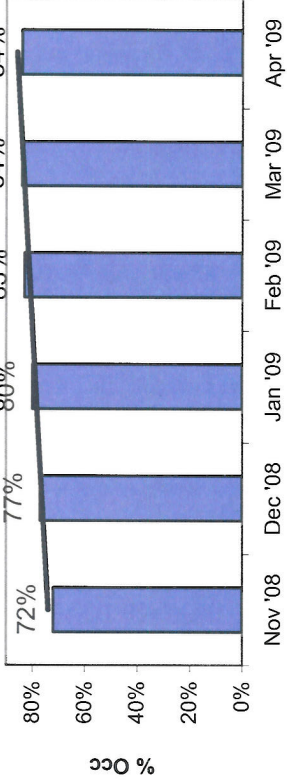
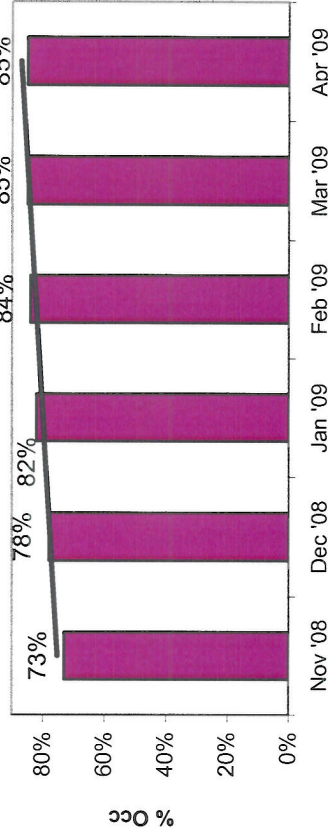


**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																																		
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																					
1a. Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table><tr><th>Date</th><th>ADC</th></tr><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>623</td></tr><tr><td>Apr '07</td><td>612</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Aug '07</td><td>625.5</td></tr><tr><td>Oct '07</td><td>623</td></tr><tr><td>Dec '07</td><td>590</td></tr><tr><td>Feb '08</td><td>609</td></tr><tr><td>Apr '08</td><td>605</td></tr><tr><td>Jun '08</td><td>583</td></tr><tr><td>Aug '08</td><td>611</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Dec '08</td><td>491</td></tr><tr><td>Feb '09</td><td>551</td></tr><tr><td>Apr '09</td><td>572</td></tr></table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Date	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	491	Feb '09	551	Apr '09	572	ADC provided as background information.
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>			
1b. Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <b>Med Center Census - Newborns / 600</b></p>  <p>Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <b>Med Center Census + Newborn / 600</b></p>  <p>Med Center Census + Newborns / 600</p> <p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>	

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments														
		<div>2. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																												
Indicator #2 - Emergency Department Metrics																															
2a. Median Emergency Department Boarding Time (EDBT)	<p><b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<div><p>Median EDBT</p><table><thead><tr><th>Category</th><th>Nov '08</th><th>Dec '08</th><th>Jan '09</th><th>Feb '09</th><th>Mar '09</th><th>Apr '09</th></tr></thead><tbody><tr><td>Adult</td><td>4:28</td><td>4:58</td><td>5:22</td><td>5:14</td><td>6:06</td><td>8:14</td></tr><tr><td>Peds</td><td>2:18</td><td>2:17</td><td>2:21</td><td>3:00</td><td>2:22</td><td>2:32</td></tr><tr><td>Total</td><td>4:12</td><td>4:33</td><td>4:28</td><td>4:44</td><td>6:06</td><td>6:38</td></tr></tbody></table><p>April '09 data is Preliminary data</p></div>	Category	Nov '08	Dec '08	Jan '09	Feb '09	Mar '09	Apr '09	Adult	4:28	4:58	5:22	5:14	6:06	8:14	Peds	2:18	2:17	2:21	3:00	2:22	2:32	Total	4:12	4:33	4:28	4:44	6:06	6:38	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																																		
		<div><p>Median Boarding Time*</p><table><tr><th>Month</th><th>Median Boarding Time (hrs:min)</th></tr><tr><td>Oct '06</td><td>4:34</td></tr><tr><td>Dec '06</td><td>3:43</td></tr><tr><td>Feb '07</td><td>3:37</td></tr><tr><td>Apr '07</td><td>3:44</td></tr><tr><td>Jun '07</td><td>5:00</td></tr><tr><td>Aug '07</td><td>4:25</td></tr><tr><td>Oct '07</td><td>3:09</td></tr><tr><td>Dec '07</td><td>3:40</td></tr><tr><td>Feb '08</td><td>4:26</td></tr><tr><td>Apr '08</td><td>3:21</td></tr><tr><td>Jun '08</td><td>2:43</td></tr><tr><td>Aug '08</td><td>3:22</td></tr><tr><td>Oct '08</td><td>2:58</td></tr><tr><td>Dec '08</td><td>4:58</td></tr><tr><td>Feb '09</td><td>5:18</td></tr><tr><td>Apr '09</td><td>6:38</td></tr></table><p>Time (hrs:min)</p><p>April '09 data is Preliminary data</p></div>	Month	Median Boarding Time (hrs:min)	Oct '06	4:34	Dec '06	3:43	Feb '07	3:37	Apr '07	3:44	Jun '07	5:00	Aug '07	4:25	Oct '07	3:09	Dec '07	3:40	Feb '08	4:26	Apr '08	3:21	Jun '08	2:43	Aug '08	3:22	Oct '08	2:58	Dec '08	4:58	Feb '09	5:18	Apr '09	6:38	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																												
<b>Indicator #2 - Emergency Department Metrics</b>																															
2b. ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<div style="text-align: center;"> <table border="1"> <thead> <tr> <th></th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>10:36</td> <td>3:18</td> <td>10:30</td> </tr> <tr> <td>Dec '08</td> <td>11:07</td> <td>2:53</td> <td>09:36</td> </tr> <tr> <td>Jan '09</td> <td>12:20</td> <td>3:20</td> <td>10:41</td> </tr> <tr> <td>Feb '09</td> <td>10:54</td> <td>3:31</td> <td>9:19</td> </tr> <tr> <td>Mar '09</td> <td>10:18</td> <td>3:18</td> <td>12:12</td> </tr> <tr> <td>Apr '09</td> <td>12:18</td> <td>3:15</td> <td>10:18</td> </tr> </tbody> </table> </div> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients  <b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail</p> <p>April '09 data is Preliminary data</p>		Adult	Peds	Total	Nov '08	10:36	3:18	10:30	Dec '08	11:07	2:53	09:36	Jan '09	12:20	3:20	10:41	Feb '09	10:54	3:31	9:19	Mar '09	10:18	3:18	12:12	Apr '09	12:18	3:15	10:18	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments
<b>Indicator #2 - Emergency Department Metrics</b>			
<b>2c.</b> <b>Left Without Being Seen (LWBS)</b>  <b>*Harris Rodde Indicator</b>	<p><b>LWBS:</b> The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b> The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p>April '09 data is Preliminary data</p>	

**LAC+USC Medical Center**  
Operational Monitoring Report  
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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>36</td></tr><tr><td>Aug '07</td><td>28</td></tr><tr><td>Sep '07</td><td>25</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>12</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>23</td></tr><tr><td>Feb '08</td><td>30</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>51</td></tr><tr><td>May '08</td><td>52</td></tr><tr><td>Jun '08</td><td>42</td></tr><tr><td>Jul '08</td><td>40</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>58</td></tr><tr><td>Dec '08</td><td>52</td></tr><tr><td>Jan '09</td><td>55</td></tr><tr><td>Feb '09</td><td>58</td></tr><tr><td>Mar '09</td><td>52</td></tr><tr><td>Apr '09</td><td>58</td></tr></tbody></table> <p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	36	Aug '07	28	Sep '07	25	Oct '07	21	Nov '07	12	Dec '07	25	Jan '08	23	Feb '08	30	Mar '08	51	Apr '08	51	May '08	52	Jun '08	42	Jul '08	40	Aug '08	50	Sep '08	50	Oct '08	51	Nov '08	58	Dec '08	52	Jan '09	55	Feb '09	58	Mar '09	52	Apr '09	58	
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Jan '07	38																																																																		
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2e. Surge Report		Surge reporting suspended during move weeks. Data not available. Will provide when reinstituted.																																																																	



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	<p><b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b> Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<b>Month of April</b>			
		<b>Referrals from ER:</b>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	59	NA	-
		# Referred to RLAH	59	15	74
		# Transfers	34	15	49
		# Denied	6	NA	-
		# Cancelled	19*	NA	-
		# Patients refused*	12	NA	-
		<b>Referrals from Inpatients:</b>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	40	NA	-		
# Referred to RLAH	40	4	44		
# Transfers	27	4	31		
# Denied	6	NA	-		
# Cancelled	7*	NA	-		
# Patients refused*	1	NA	-		
Other /Pending	-	NA	-		



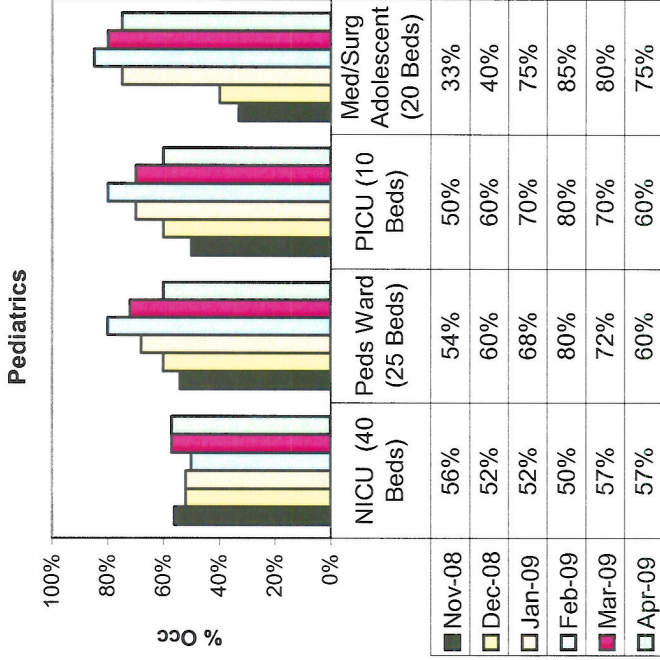
**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																																										
		<div><div><div>Rancho Transfers Workload</div><div><div><div>ER</div><div>Inpt</div></div><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>22</td><td>24</td></tr><tr><td>Mar '09</td><td>32</td><td>27</td></tr><tr><td>Apr '09</td><td>34</td><td>24</td></tr></tbody></table></div></div><div><div><div>Patients Transferred Out</div><div><div>Other Hospitals</div><div>Rancho</div></div><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>33</td></tr><tr><td>Dec '08</td><td>20</td><td>38</td></tr><tr><td>Jan '09</td><td>14</td><td>53</td></tr><tr><td>Feb '09</td><td>18</td><td>48</td></tr><tr><td>Mar '09</td><td>29</td><td>56</td></tr><tr><td>Apr '09</td><td>35</td><td>61</td></tr></tbody></table></div></div></div>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	22	24	Mar '09	32	27	Apr '09	34	24	Month	Other Hospitals	Rancho	Nov '08	14	33	Dec '08	20	38	Jan '09	14	53	Feb '09	18	48	Mar '09	29	56	Apr '09	35	61	
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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments
<b>Indicator #5 – Harris Rodde Indicators</b>			
<b>5.</b>  <b>Average Length of Stay (ALOS)</b>          <b>*Harris Rodde Indicator</b>	<p><b><u>LOS:</u></b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b><u>Calculation:</u></b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>ALOS</b></p> <p style="text-align: right;">Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>	
		<p><b>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</b></p>	

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period – April 2009

Indicator	Definition	Data	Comments																																			
Indicator #6 – Pediatric Metrics																																						
6. Pediatric Bed Census and Occupancy (%)	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p>	<p><b>Pediatrics</b></p>  <table><thead><tr><th></th><th>NICU (40 Beds)</th><th>Peds Ward (25 Beds)</th><th>PICU (10 Beds)</th><th>Med/Surg Adolescent (20 Beds)</th></tr></thead><tbody><tr><td>Nov-08</td><td>56%</td><td>54%</td><td>50%</td><td>33%</td></tr><tr><td>Dec-08</td><td>52%</td><td>60%</td><td>60%</td><td>40%</td></tr><tr><td>Jan-09</td><td>52%</td><td>68%</td><td>70%</td><td>75%</td></tr><tr><td>Feb-09</td><td>50%</td><td>80%</td><td>80%</td><td>85%</td></tr><tr><td>Mar-09</td><td>57%</td><td>72%</td><td>70%</td><td>80%</td></tr><tr><td>Apr-09</td><td>57%</td><td>60%</td><td>60%</td><td>75%</td></tr></tbody></table>		NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	Nov-08	56%	54%	50%	33%	Dec-08	52%	60%	60%	40%	Jan-09	52%	68%	70%	75%	Feb-09	50%	80%	80%	85%	Mar-09	57%	72%	70%	80%	Apr-09	57%	60%	60%	75%	
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Apr-09	57%	60%	60%	75%																																		
Pediatric ICU (PICU)	<p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p>																																					
Neonatal ICU (NICU)																																						
Pediatric Unit																																						
Adolescent Unit																																						
	<p><b>Source of Data:</b> Affinity</p>																																					



SACHI A. HAMAI  
EXECUTIVE OFFICER

# COUNTY OF LOS ANGELES BOARD OF SUPERVISORS

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 383  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1411 • FAX (213) 620-0636

## MEMBERS OF THE BOARD

GLORIA MOLINA

MARK RIDLEY-THOMAS


ZEV YAROSLAVSKY

DON KNABE

MICHAEL D. ANTONOVICH

April 17, 2009

TO: John F. Schunhoff, Ph.D.  
Interim Director of Health Services

FROM: Sachi A. Hamai   
Executive Officer

SUBJECT: REPORT ON SERVICES RELATING TO THE TRANSITION OF  
LAC+USC TO THE NEW LOS ANGELES COUNTY MEDICAL CENTER

At the Board of Supervisors' meeting held April 14, 2009, the Board discussed Agenda Item No. S-1, relating to the transition to the new Los Angeles County Medical Center. During the discussion, Supervisor Antonovich requested you to:

- Report back quarterly on specialty services and residency training programs;
- Report back on findings as LAC+USC moves forward with its comprehensive mid-cycle reviews of the resident training programs; and
- Provide a status report on the negotiations by the Office of Managed Care to establish agreements with health plans for the transfer and admission of patients to the specialty services.

SAH:ag

c: Each Supervisor

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# Health Services

LOS ANGELES COUNTY

Los Angeles County  
Board of Supervisors

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

June 5, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #13 (Agenda Item #S-1, June 9, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not the full monthly operational report but an interim operational report for the period of May 2009.

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

## **Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of May was 577 out of 671 licensed beds, an estimated 84% utilization rate (86% occupancy). This is a slight increase in ADC from April 2009. The census for Medical/Surgical units was an estimated 92% utilization rate (94% occupancy) for May 2009. Attachment 1 demonstrates the trending of ED registration volumes, admissions from the ED, and total hospitals admissions.

## **Additional Information Requested**

On April 14, 2009, DHS was instructed by Supervisor Antonovich to report back quarterly on specialty services and residency training programs; findings from the mid-cycle reviews of the residency training programs and a status on the negotiations by the Office of Managed Care (OMC) to establish agreements with health plans for the transfer and admission of patients to the LAC+USC specialty services. The report on each of these areas is as follows:

**Specialty Services** -- Since the February 6, 2009 Operational Report #9, DHS has provided the ADC trending for the specialty beds at LAC+USC on a monthly basis. We will continue to provide these reports as demonstrated by Attachment 2 to this report.

**Residency Training Programs and Mid-Cycle Residency Reviews** -- In the April 10, 2009 Operational Report #9, DHS addressed questions related to the LAC+USC residency training programs. The Director of Graduate Medical Education (GME) in conjunction with the GME Committee reported they would be implementing intensive and comprehensive mid-cycle

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reviews beginning May 2009 for the seventeen resident training programs. Mid-cycle reviews are performed internally in preparation for Accreditation Council for Graduate Medical Education (ACGME) site visits to evaluate and ensure quality resident training experiences. Since the April report, LAC+USC has completed seven mid-cycle reviews and has had five ACGME site visits. None of the reviews or visits identified a measurable negative impact on residency training as a result of the move to the new facility; in fact, resident interviews have provided highly positive feedback as a result of the outstanding improvements with a Replacement Facility.

Health Plan Agreements -- OMC has developed an action plan that will guide the contracting and marketing activities needed to promote the specialty care services at LAC+USC. LAC+USC is in the process of developing informational materials for potential health plan entities to describe the valuable services available and how referrals will be made. After these materials are developed, OMC will schedule tours with managed care organizations and will commence contracting efforts. Several physician groups have expressed specific interest in LAC+USC's high risk OB program as well as in the outpatient and inpatient pediatric services. Under delegated authority OMC has completed successful negotiations with Kaiser for burn services for a three year contract with annual increased reimbursement rates throughout the term and will be informing the Board upon contract execution.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

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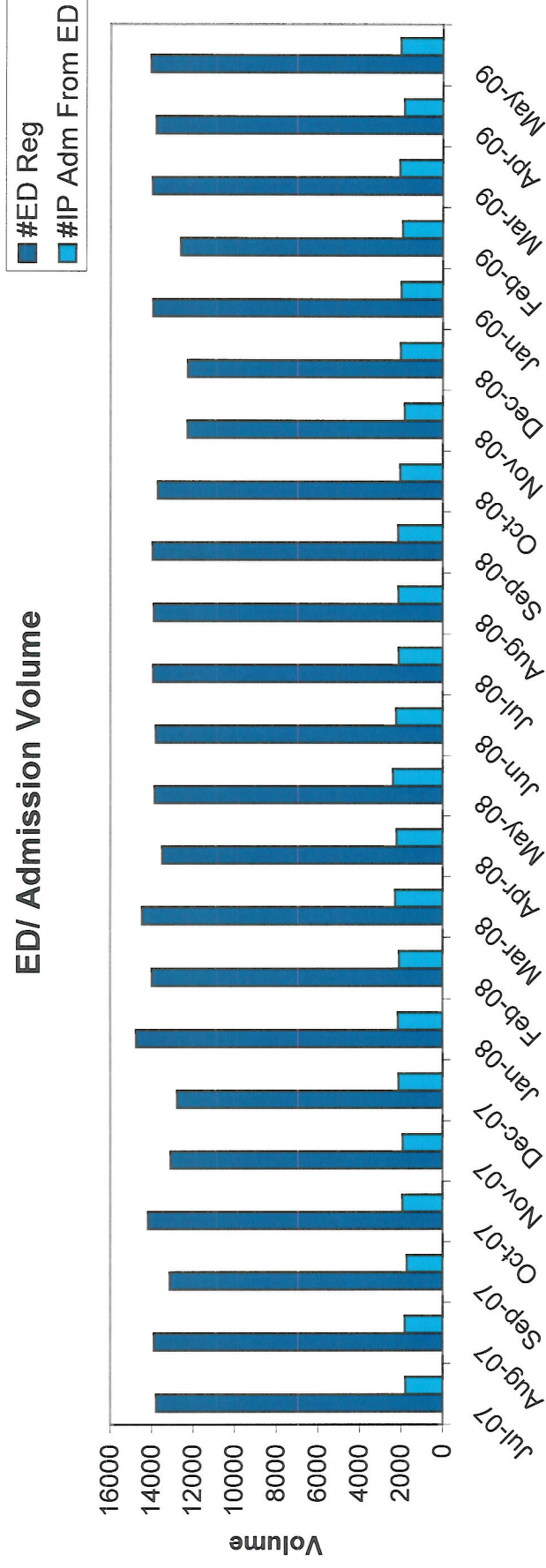
Attachments

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

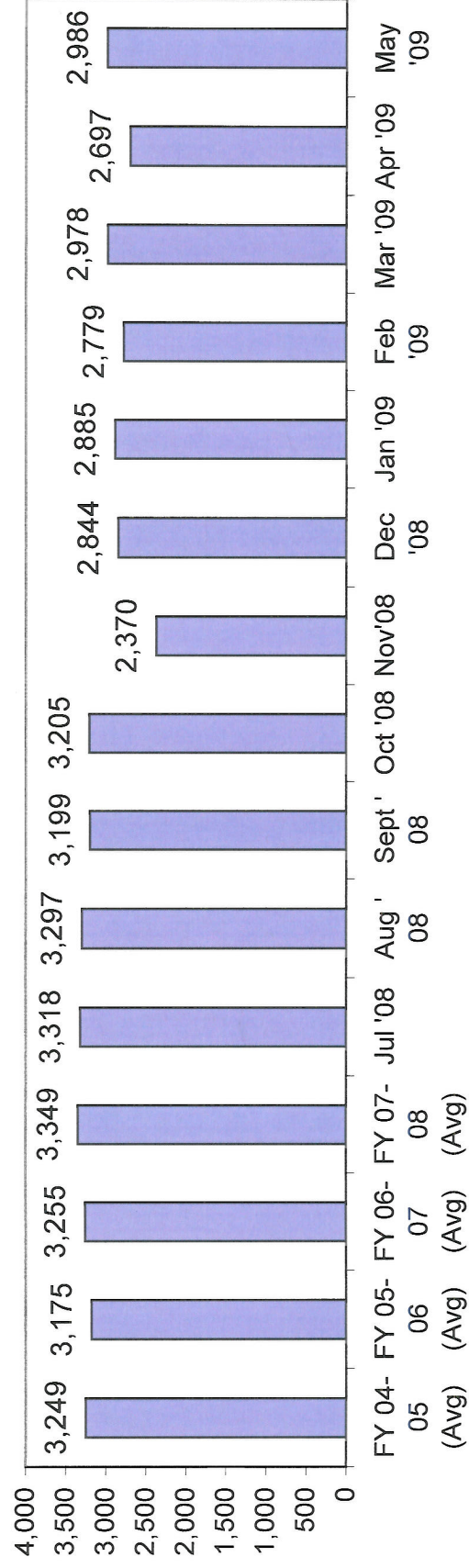
# LAC+USC Medical Center Workload Summary

Attachment I

## ED/ Admission Volume



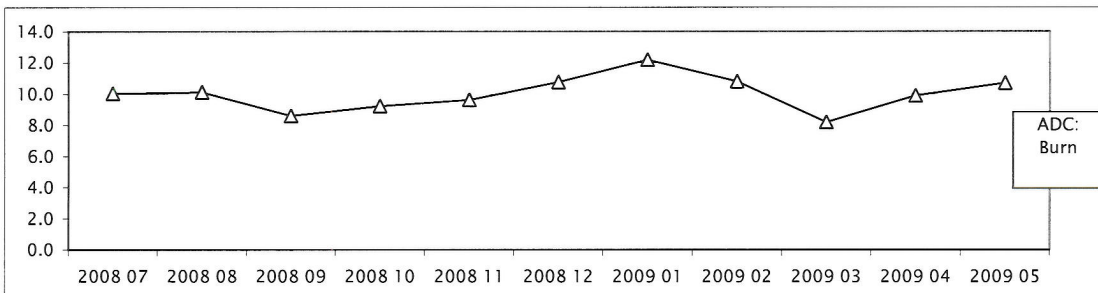
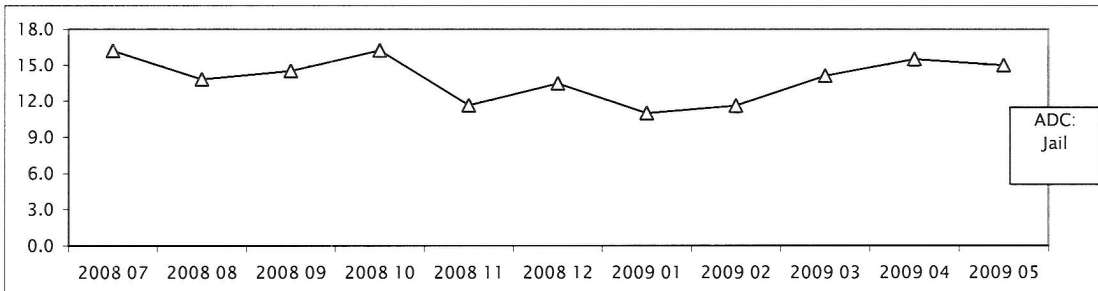
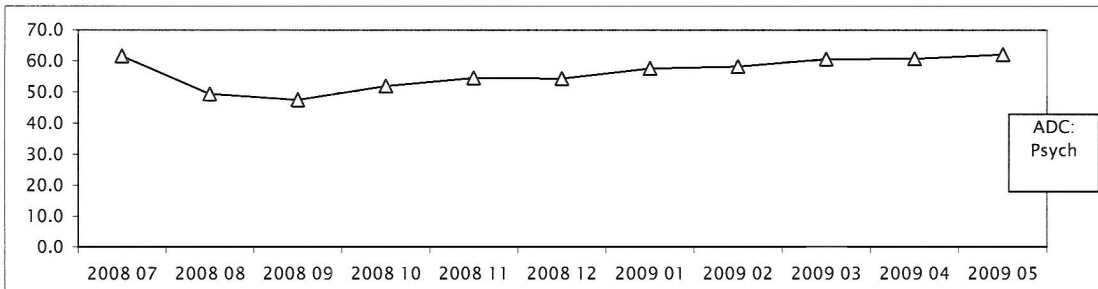
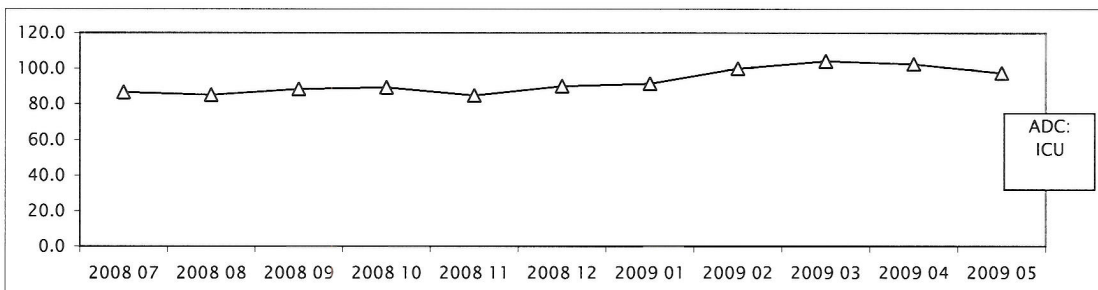
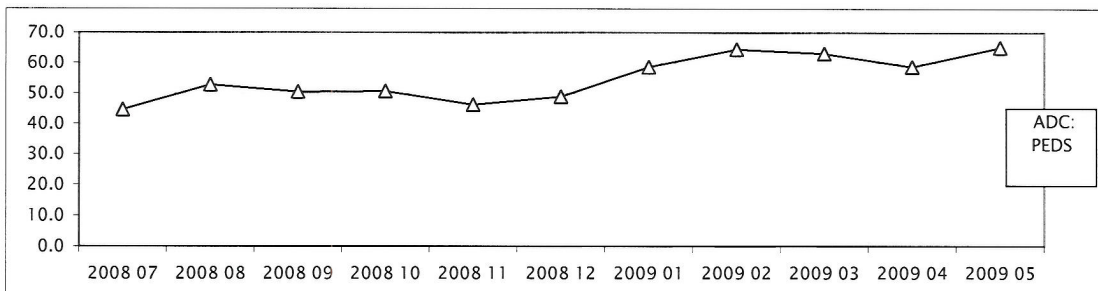
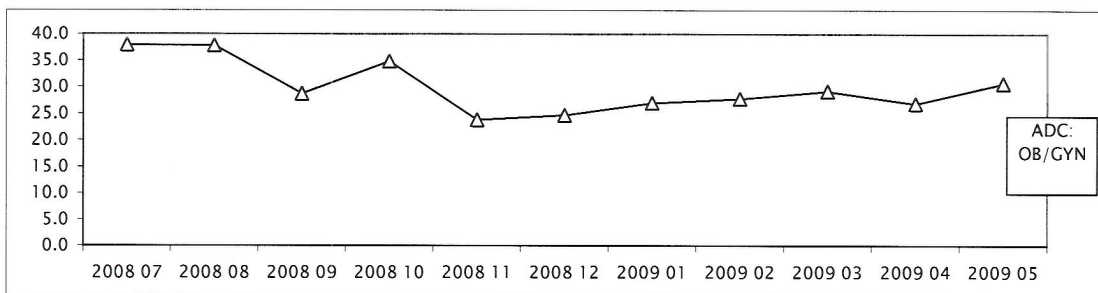
## Admissions





LAC+USC Healthcare Network  
Average Daily Census by Nursing Unit Subset, Jul-2008 to Apr-2009  
based on Affinity Nursing Unit Statistical Reports

Attachment II



July 14, 2009

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District


**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #15 (Agenda Item #S-1,  
July 14, 2009)**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not the full monthly operational report but an interim report of Emergency Department (ED) and hospital admission volumes and specialty services trending for the period of June 2009. The new hospital has been fully operational for nine months.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of June was 572 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). The census for Medical/Surgical units was an estimated 92% utilization rate (95% occupancy) for June 2009.

**Emergency Department and Hospital Admission Volume Trending**

Attachment 1 demonstrates that the trending of ED registration and admissions from the ED have stabilized at approximately 14,000 and 2,000, respectively. Hospital admissions have increased, primarily due to the opening of ten additional Medical/Surgical beds through State licensure flex approval as described in the prior June 23, 2009 Board memo.

The overall hospital admission rate for the month of June was 92% of the pre-move admission rate (based a six month average of admissions prior to the move). With the additional average of 64 ED patients transported to Rancho and other private hospitals on a monthly basis, the overall admission rate is increased to 94% of the pre-move admission rate.

**Specialty Services**

Attachment 2 shows the ADC trends for the specialty areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn. These areas will continue to fluctuate, primarily based on types of patients presenting to the ED.

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Each Supervisor  
July 14, 2009  
Page 2

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer, at (213) 240-8370.

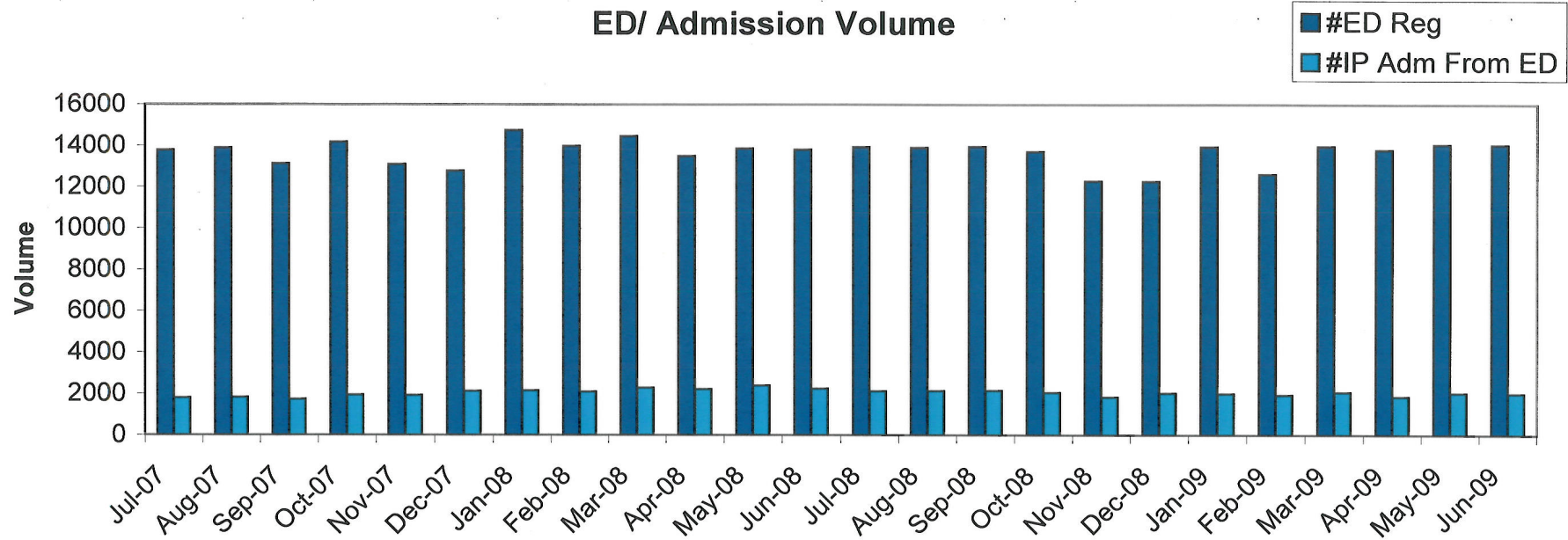
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#### Attachments

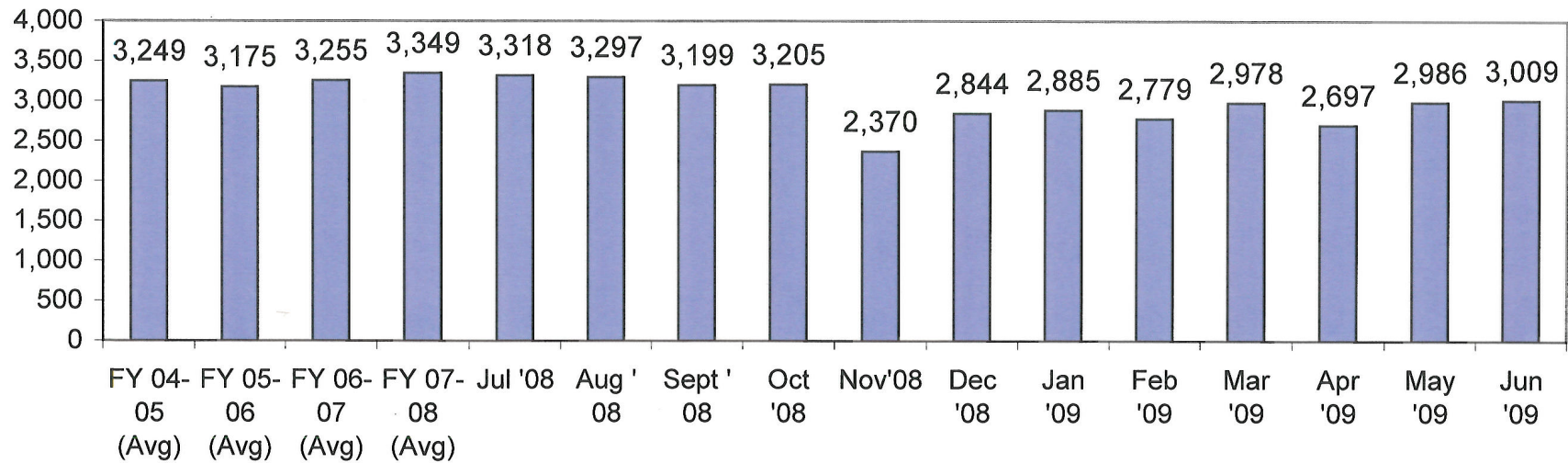
c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

# LAC+USC Medical Center Workload Summary

## ED/ Admission Volume



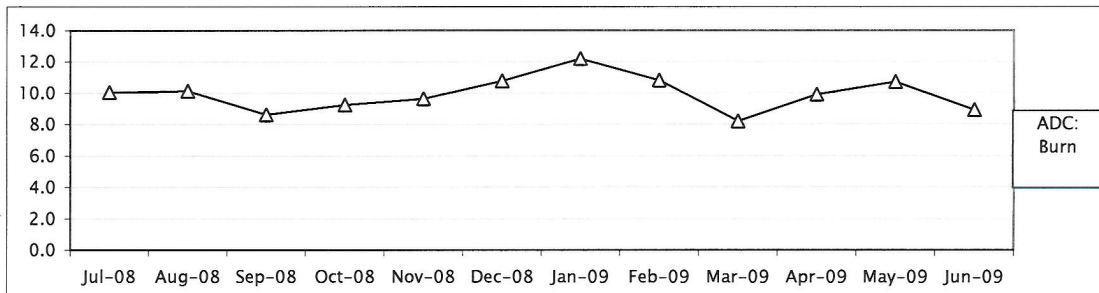
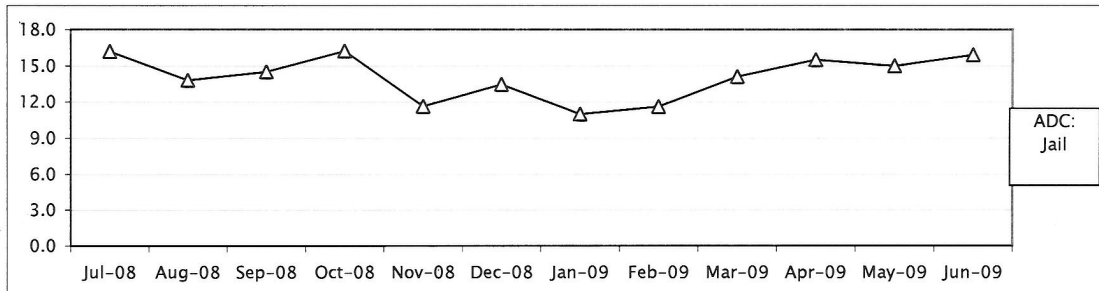
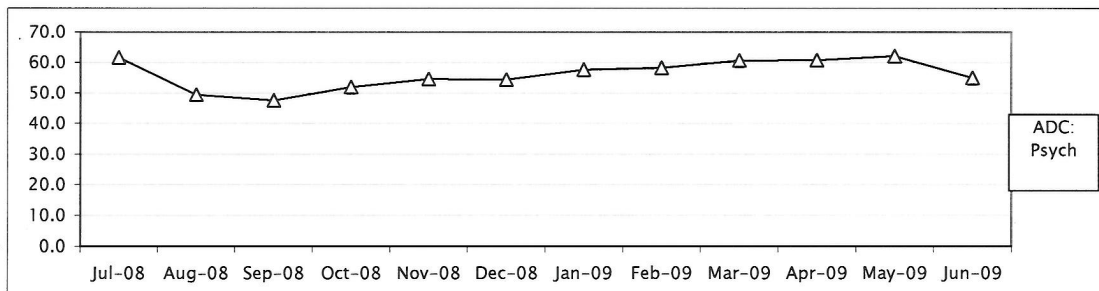
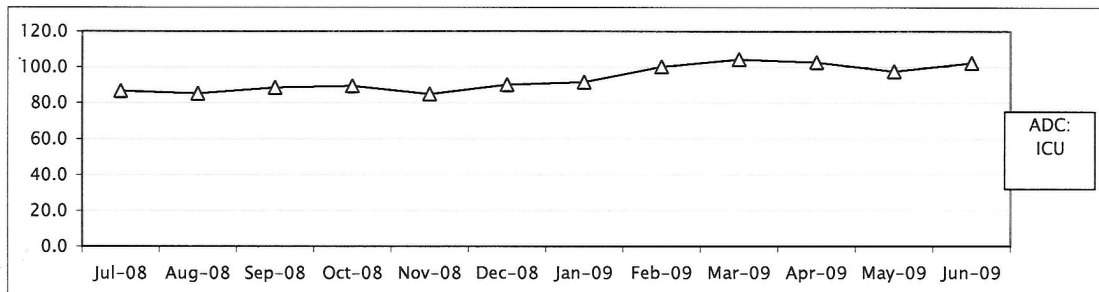
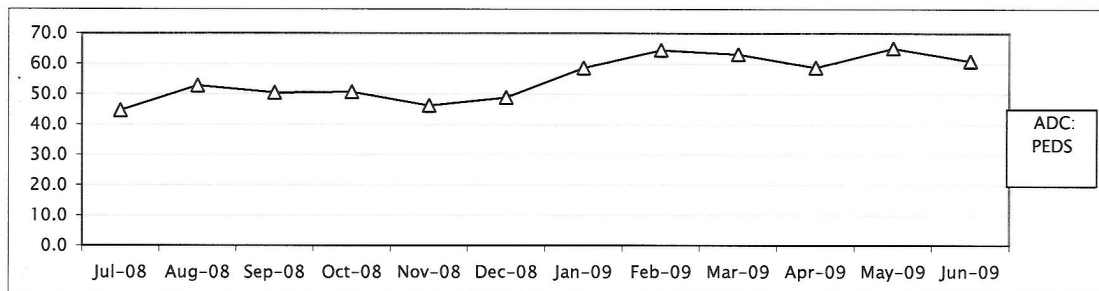
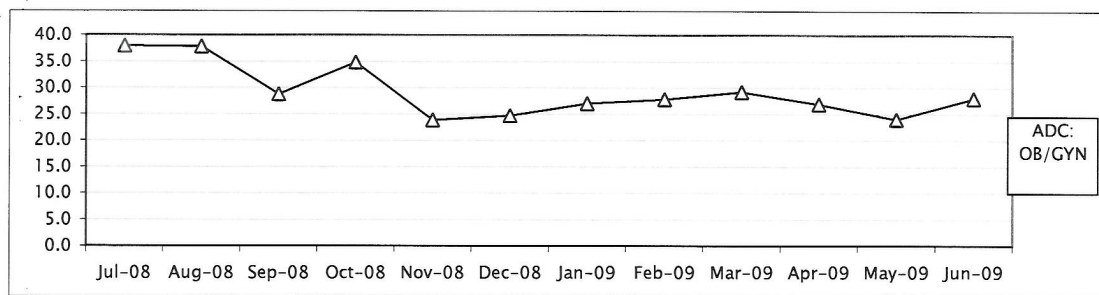
## Admissions





LAC+USC Healthcare Network  
Average Daily Census by Nursing Unit Subset, Jul-2008 to Jun-2009  
based on Affinity Nursing Unit Statistical Reports

Attachment 2





Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

August 11, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,  
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED  
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL  
CENTER – PROGRESS REPORT #17 (Agenda Item #S-1,  
August 11, 2009)**

John F. Schunhoff, Ph.D.  
Interim Director

Robert G. Splawn, M.D.  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not the full monthly operational report but an interim report of emergency Department (ED) and hospital admission volumes and specialty services trending for the period of July 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of July was 573 out of 671 licensed beds, an estimated 83% utilization rate (85% occupancy). The census for Medical/Surgical units was an estimated 95% utilization rate (97% occupancy) for July 2009.

**Emergency Department and Hospital Admission Volume Trending**

Attachment 1 demonstrates the trending of ED registration and admissions.

**Specialty Services**

Attachment 2 shows the ADC trends for the specialty areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn. These areas will continue to fluctuate, primarily based on the types of patients presenting to the ED.

If you have any questions or need additional information, please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

**Attachments**

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

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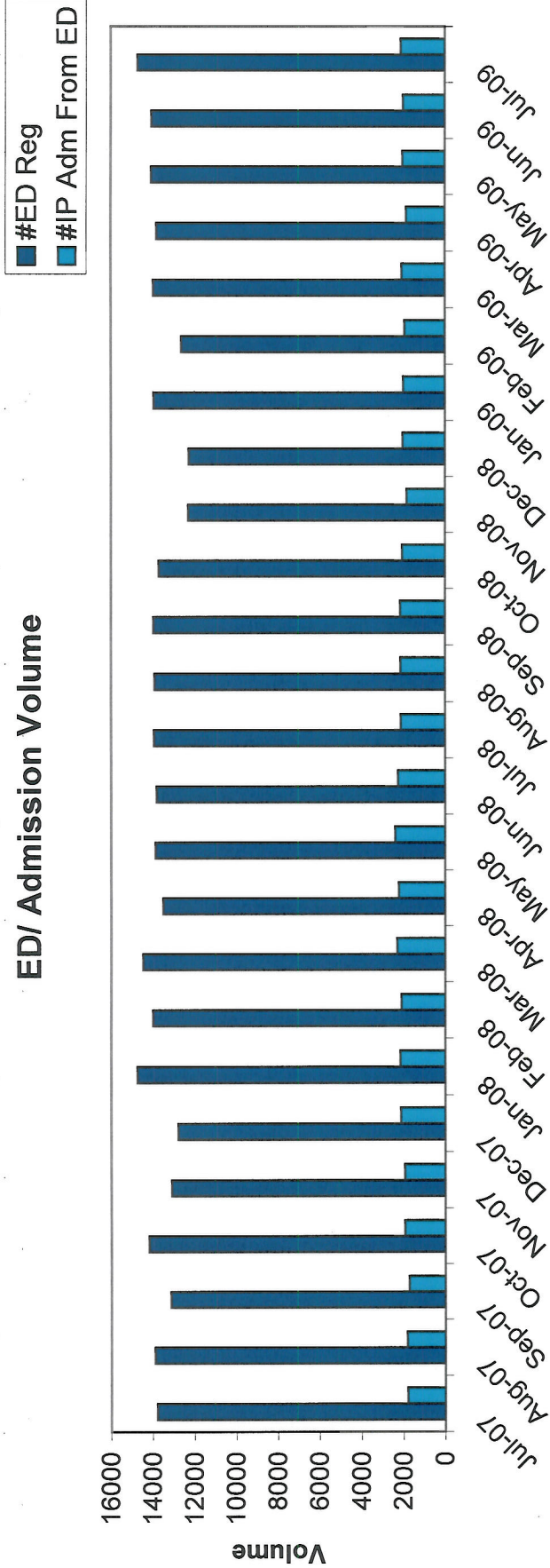


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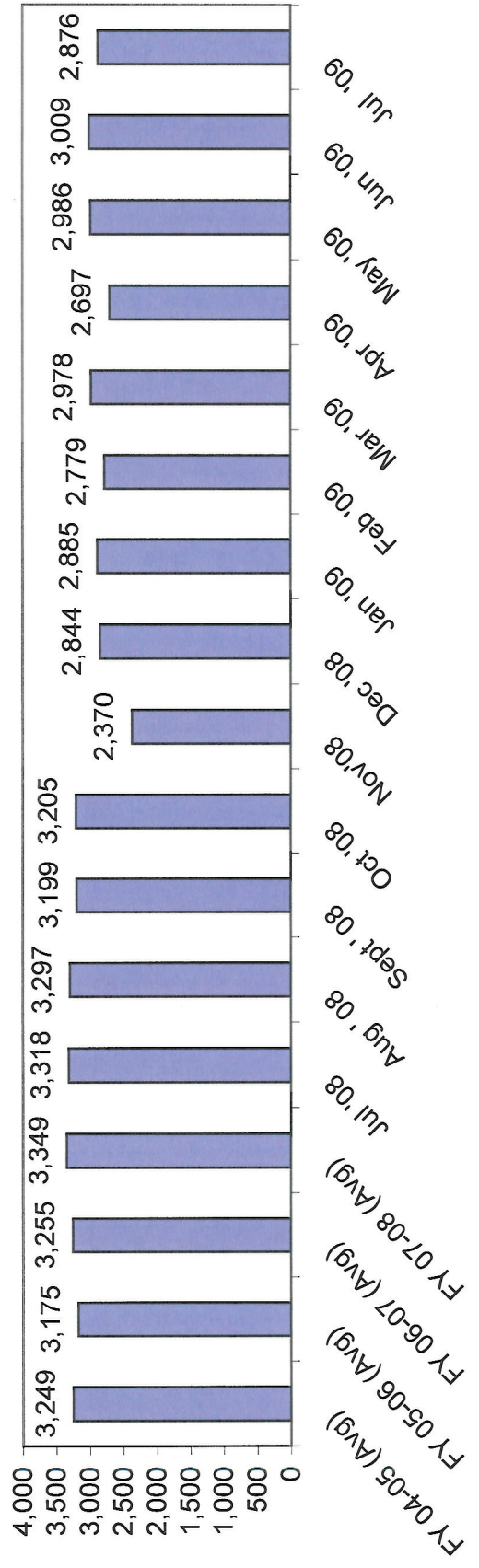


# LAC+USC Medical Center Workload Summary

## ED/ Admission Volume

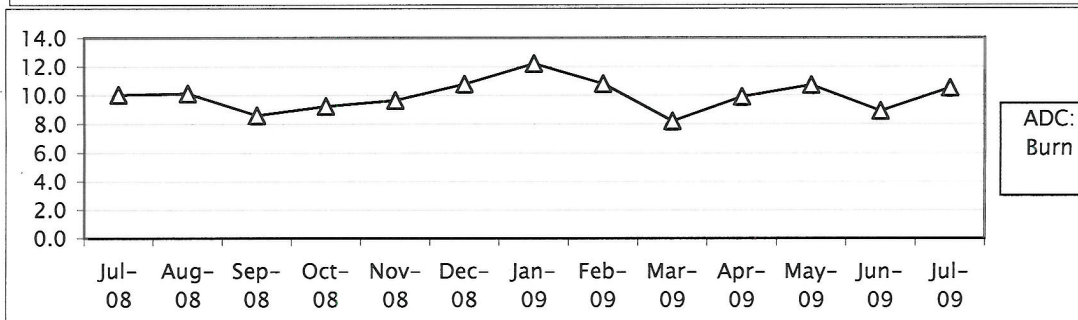
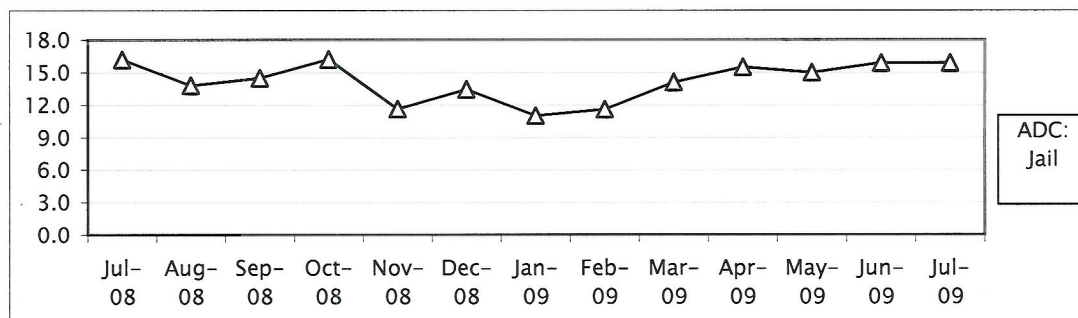
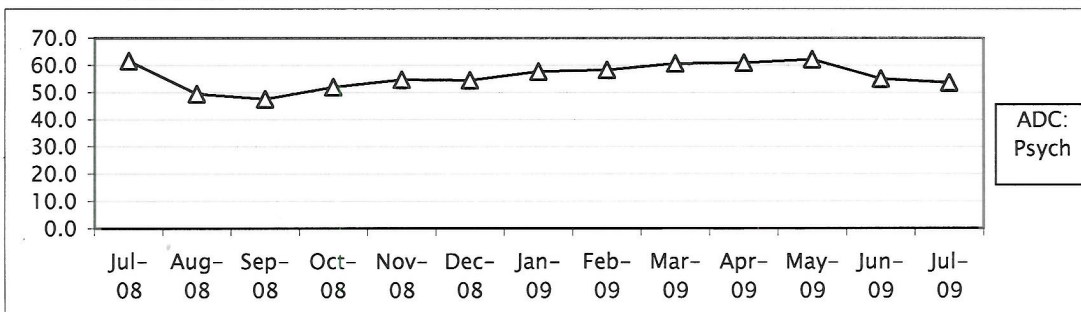
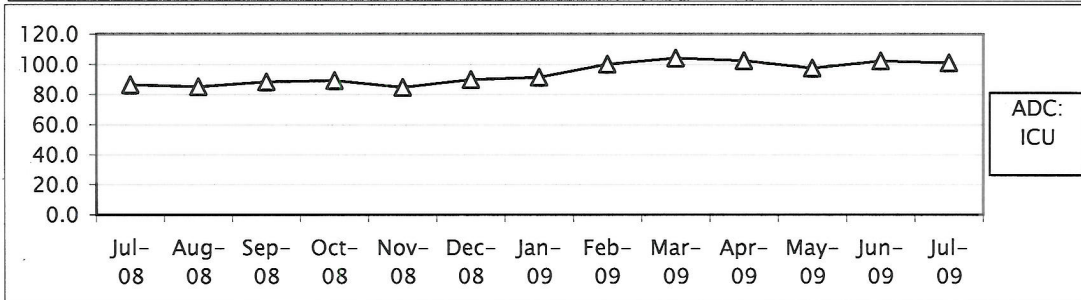
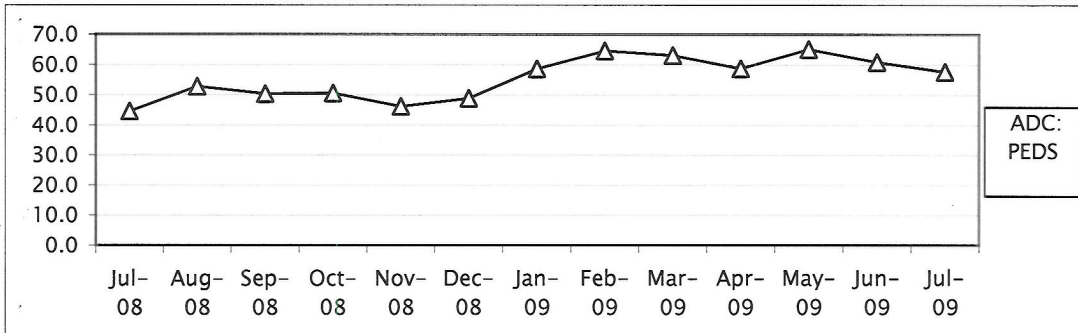
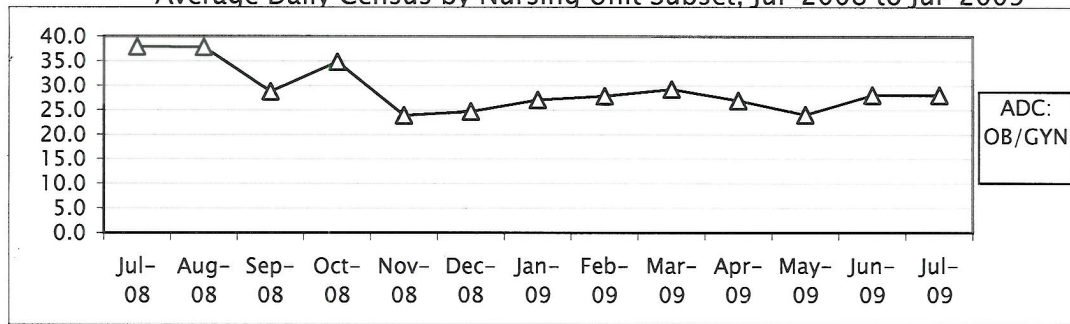


## Admissions



LAC+USC Healthcare Network  
Average Daily Census by Nursing Unit Subset, Jul-2008 to Jul-2009

Attachment 2



Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

January 12, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director



SUBJECT: **STATUS REPORT ON KEY INDICATORS OF  
PROGRESS, HOSPITAL OPERATIONS, AND OTHER  
ISSUES RELATED TO THE TRANSITION TO THE  
NEW LAC+USC MEDICAL CENTER – PROGRESS  
REPORT #27 (Agenda Item #S-1, January 12, 2010)**

John F. Schunhoff, Ph.D.  
Interim Director

Robert G. Splawn, M.D.  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is not the full monthly operational report but an interim report of Emergency Department (ED) and hospital admission volumes and specialty services with trends to include the month of December 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of December was 559 out of 671 licensed beds, an estimated 82% utilization rate (84% occupancy). The census for Medical/Surgical units was an estimated 91% utilization rate (93% occupancy) for December 2009. As with the hospital industry in general, a reduction in inpatient utilization is common during the month of December.

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

**Emergency Department (ED) Indicators/Hospital Admissions**

Attachment 1 demonstrates the trending of ED Registration and Admissions from the ED as well as total Hospital Admissions volume. Although overall ED Registration volume decreased, Hospital Admissions were up by 9% from November. These are reflective of seasonal variances and as well as a reduction in Average Length of Stay (ALOS) which was down to 5.84 days per patient for December 2009; ALOS will be trended in the next report. The December 2009 Hospital Admissions volume is the highest one-month experience since the move to the new hospital.

**Specialty Services**

Attachment 2 shows the ADC trends for the specialty areas of OB/GYN, Pediatrics, ICU, Psychiatry, Jail and Burn Units; with

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increases in the OB/GYN, Jail and Burn censuses. These areas will continue to fluctuate based on the types of patients presenting to the ED.

If you have any questions or need additional information please contact me or Carol Meyer, Chief Network Officer at (213) 240-8370.

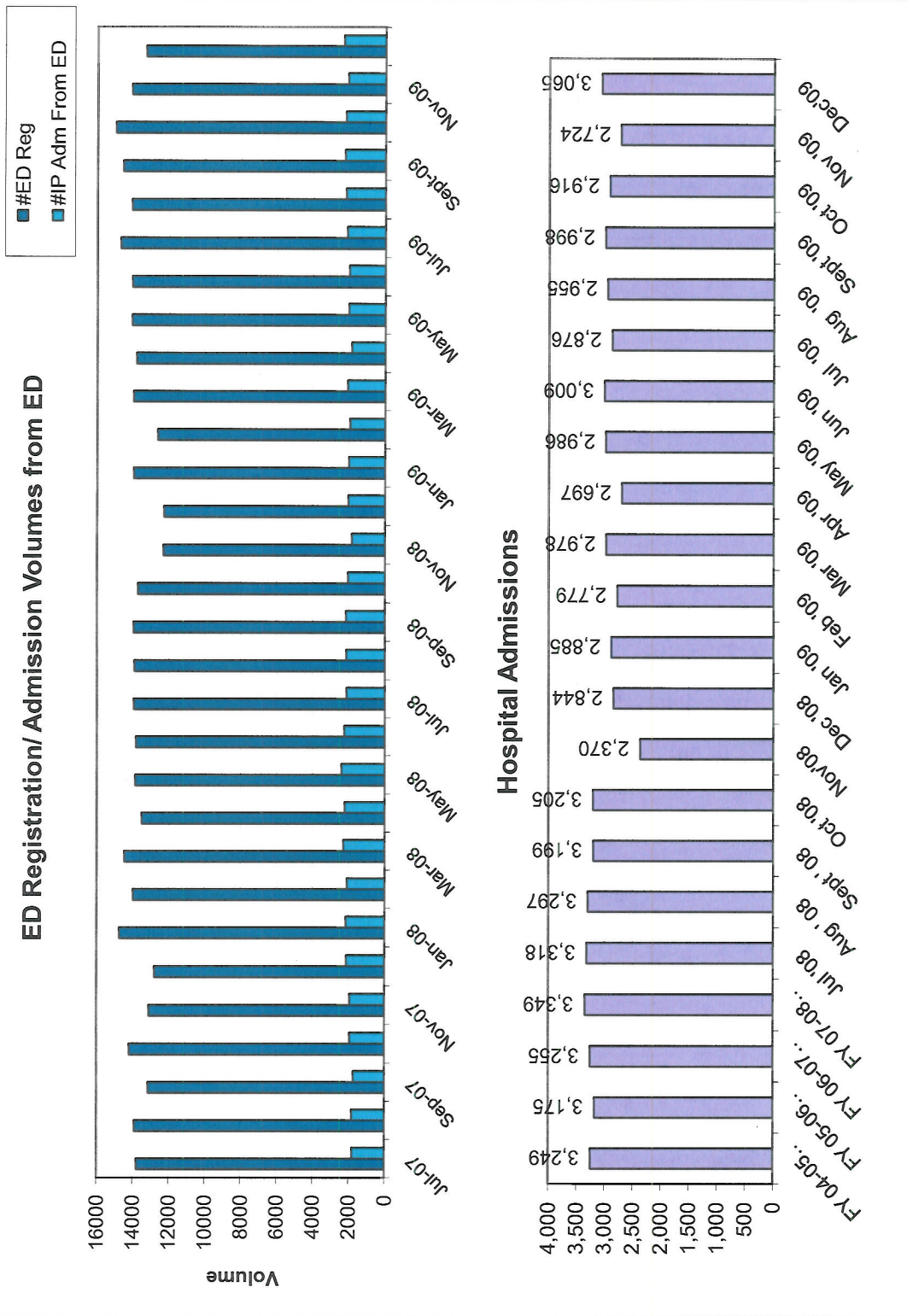
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#### Attachments

c: Chief Executive Officer  
Acting County Counsel  
Executive Officer, Board of Supervisors

# LAC+USC Medical Center Workload Summary

ED Registration/ Admission Volumes from ED



ED registration is the number of patients accessing the ED (Registrations) and includes the following categories:

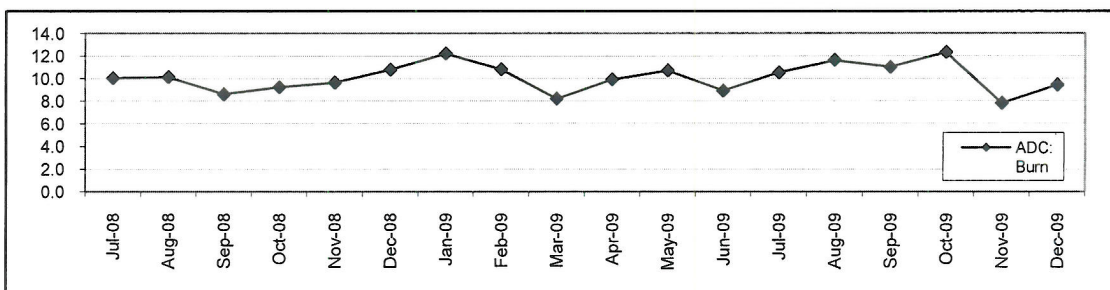
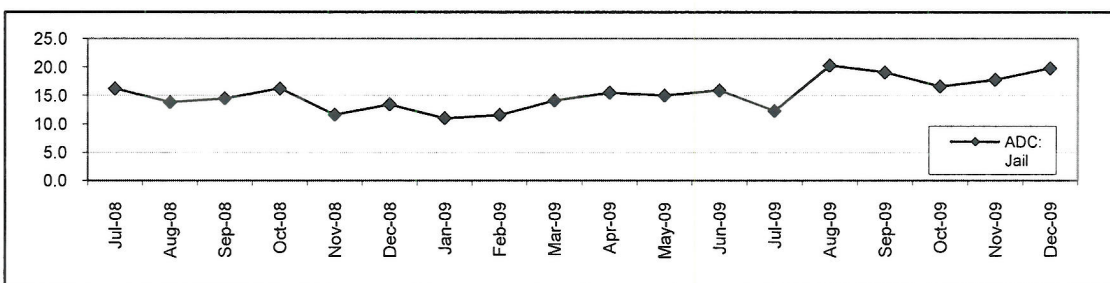
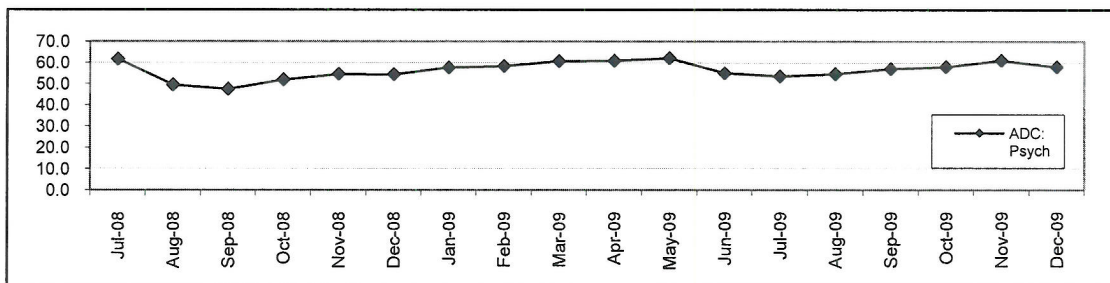
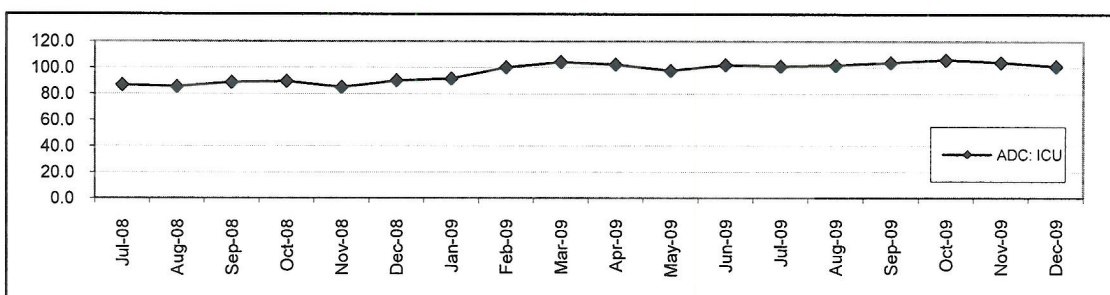
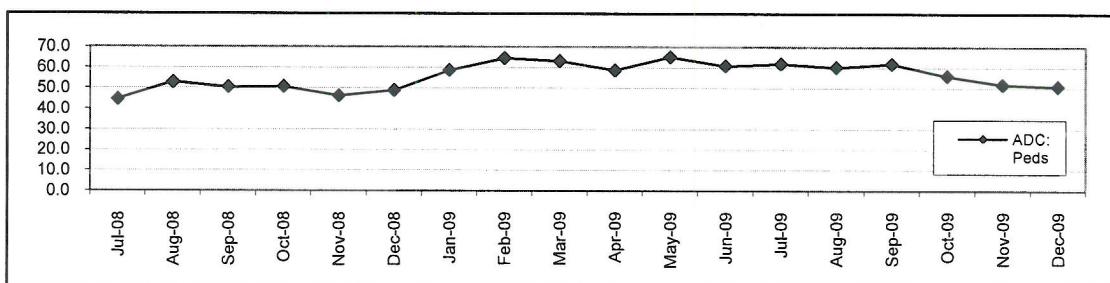
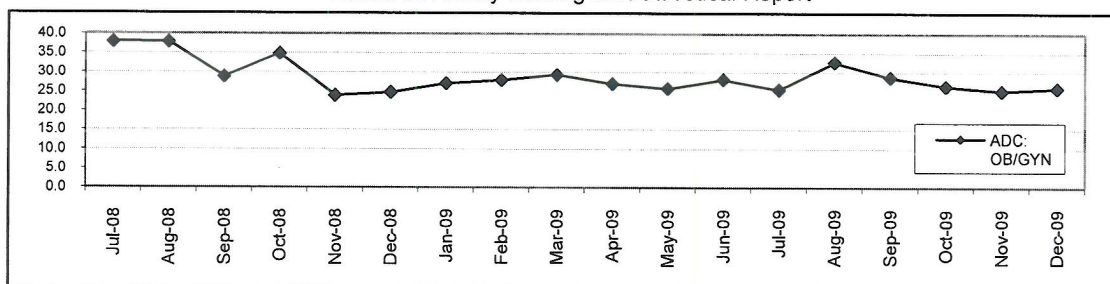
- \* Left without being seen
- \* Transferred to the UADC on the same day
- \* Admitted as an inpatient
- \* Dispositioned from the ED



# LAC+USC Healthcare Network

Average Daily Census by Nursing Unit Subset, July 2008 to Dec 2009

Based on Affinity Nursing Unit Statistical Report





**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

February 10, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.  
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
DECEMBER 2009**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending December 31, 2009.

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year-Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The December MTD actual census of 1,266 is 193 less than the December 2009 census budget of 1,459, and 21 more than the actual ADC for December 2008 of 1,245. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

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M:\Wrk\09-10\Monthly\6-Dec09\Facility\Memo-DEC09.doc

**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING DECEMBER 31, 2009**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	DEC/09 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	556	579	565
H/UCLA MEDICAL CENTER	373	373	371	351	367	362
RLA NATIONAL REHAB. CENTER	219	219	219	185	185	170
OV/UCLA MEDICAL CENTER	198	198	198	174	194	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,459</b>	<b>1,266</b>	<b>1,325</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING DECEMBER 31, 2009

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) DEC/09 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	147,622	65,364	12,383	9,031	151,307	132,249
H/UCLA MEDICAL CENTER	89,423	43,175	7,166	7,047	92,386	80,752
RLA NATIONAL REHAB. CENTER	← NA →					
OV/UCLA MEDICAL CENTER	48,453	23,313	3,817	3,745	49,213	44,052
<b>TOTAL</b>	<b>285,498</b>	<b>131,852</b>	<b>23,366</b>	<b>19,823</b>	<b>292,906</b>	<b>257,053</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan. Total FYE includes Psychiatric Visits of 22,540 (LAC-USC: 9,230; H/UCLA: 8,773; and OV/UCLA: 4,537).
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report. Total Actual excluded Psychiatric Visits of 21,596 (LAC-USC: 8,836; H/UCLA: 8,859; and OV/UCLA: 4,401).

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING DECEMBER 31, 2009

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) DEC/09 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	267,633	40,629	31,815	515,533	517,179
H/UCLA MEDICAL CENTER	302,934	148,431	24,740	27,175	326,965	303,608
RLA NATIONAL REHAB. CENTER	74,981	35,914	5,771	4,576	76,242	74,981
OV/UCLA MEDICAL CENTER	216,952	104,624	17,494	15,953	202,410	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>556,602</b>	<b>88,634</b>	<b>79,519</b>	<b>1,121,150</b>	<b>1,112,720</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

ATTACHMENT I-C



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

**FISCAL YEAR 2008-09 <sup>(1)</sup>**

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												YTD Actual Average
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
611	585	579	597	490	522	548	562	571	571	576	572	565
364	356	377	361	363	366	373	371	361	355	350	353	362
152	162	165	167	167	164	160	182	173	184	191	176	170
202	192	198	200	201	194	200	195	190	191	197	188	196
1,329	1,295	1,319	1,324	1,221	1,245	1,281	1,310	1,295	1,302	1,314	1,289	1,293

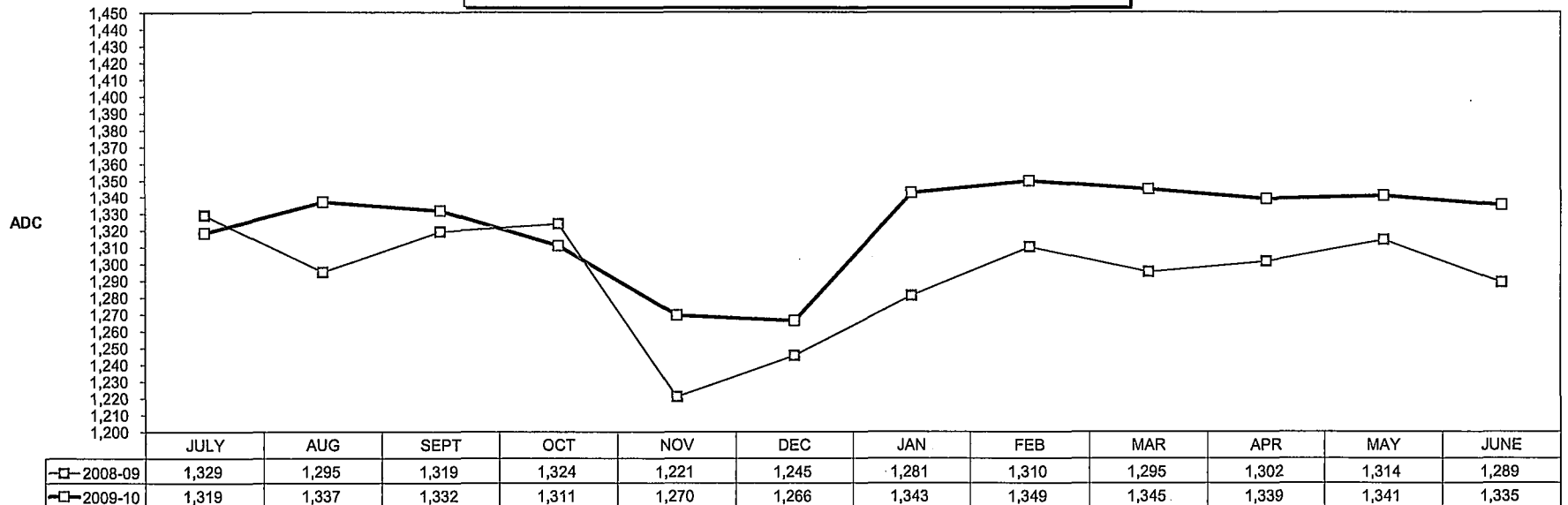
(1) Per facility's June 2009 workload report.

**FISCAL YEAR 2009-10**

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL						ESTIMATED						YTD (Thru Dec.) Average
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
571	590	587	580	566	556	583	589	587	583	583	578	576
376	368	362	362	339	351	373	372	374	373	373	373	360
178	184	176	175	184	185	187	190	187	187	187	187	180
194	195	207	194	181	174	200	198	197	196	198	197	189
1,319	1,337	1,332	1,311	1,270	1,266	1,343	1,349	1,345	1,339	1,341	1,335	1,305

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1)(2)</sup>

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
9,072	9,825	9,979	10,020	7,991	12,500	11,236	11,563	10,971	13,822	12,148	13,122	132,249
6,170	6,501	6,573	6,557	6,460	6,466	7,433	6,467	7,063	6,810	7,249	7,003	80,752
NA												0
3,489	3,521	3,514	3,711	3,448	3,473	4,053	3,578	3,852	3,934	3,890	3,589	44,052
18,731	19,847	20,066	20,288	17,899	22,439	22,722	21,608	21,886	24,566	23,287	23,714	257,053

### FISCAL YEAR 2009-10 <sup>(2)</sup>

LAC+USC Medical Center <sup>(4)</sup>  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL						ESTIMATED						YTD (Thru Dec.) Actual
JULY	AUG.	SEPT.	OCT.	NOV.	DEC. <sup>(3)</sup>	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
13,083	12,613	12,963	13,328	12,150	9,031	13,434	11,841	13,367	13,294	13,545	12,658	73,168
7,802	7,406	7,643	8,359	7,596	7,047	8,247	7,157	7,745	7,564	8,002	7,818	45,853
NA												0
4,178	4,104	4,217	4,459	3,940	3,745	4,208	3,802	4,208	4,072	4,208	4,072	24,643
25,063	24,123	24,823	26,146	23,686	19,823	25,889	22,800	25,320	24,930	25,755	24,548	143,664

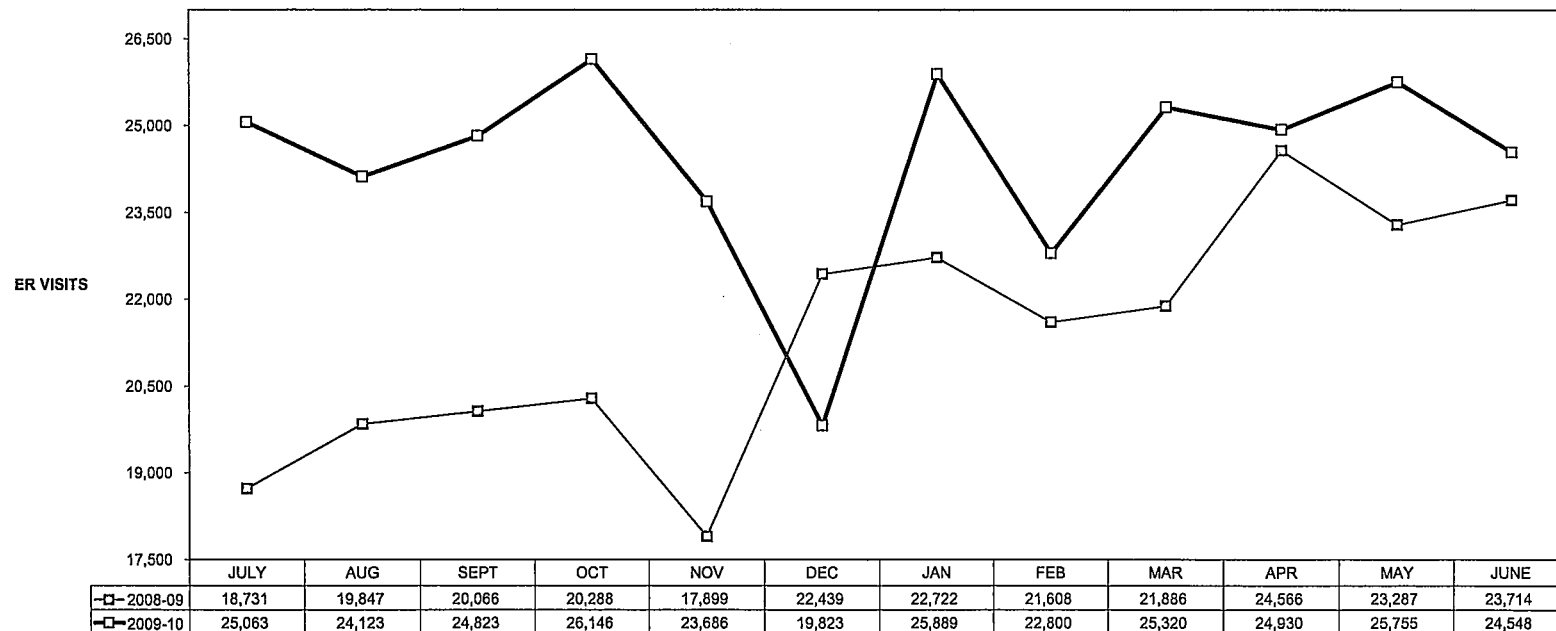
(1) Per facility's June Final 2008 workload report.

(2) FY 2008-09 Emergency Department visits excluded emergency Psychiatric Visits. Beginning in FY 2009-10 emergency psychiatric visits are being reported as part of the Emergency Department (ED) visits. Note: FY 2008-09 Actual emergency psychiatric visits of 21,596 (LAC+USC: 8,836, H/UCLA: 8,850, and OV/UCLA: 4,401). FY 2008-09 total Emergency Department visits including the Psychiatric Visits were 278,849 (LAC+USC: 140,585; H/UCLA: 89,811; and OV/UCLA: 48,453).

(3) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates.

(4) The overall sharp increase in the actual visits in the ED from July thru November 2009, as well as the Full Year Estimate (FYE), was mainly attributed to LAC+USC now reporting Nurse Only visits in December 2009, which it did not include in prior months.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2007-08 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1) (2)</sup>

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
48,822	46,045	45,096	47,802	32,864	40,770	41,462	38,471	44,255	46,601	40,104	44,887	517,179
25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
99,547	94,552	94,348	98,967	74,178	88,775	89,911	85,743	98,688	101,086	89,382	97,543	1,112,720

### FISCAL YEAR 2009-10 <sup>(3)</sup>

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												YTD (Thru Dec.) Actual
JULY	AUG.	SEPT.	OCT.	NOV.	DEC. <sup>(4)</sup>	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
44,342	42,981	44,021	43,801	37,860	31,815	43,646	41,425	48,003	47,558	43,196	46,885	244,820
28,965	27,552	28,019	28,350	25,266	27,175	25,820	25,734	28,164	28,545	25,836	27,539	165,327
6,449	6,500	6,622	6,144	5,270	4,576	6,123	6,398	7,445	7,183	6,379	7,153	35,561
17,606	16,971	17,282	17,181	15,368	15,953	17,478	15,786	17,478	16,915	17,478	16,915	100,361
97,362	94,004	95,944	95,476	83,764	79,519	93,067	89,343	101,090	100,201	92,889	98,492	546,069

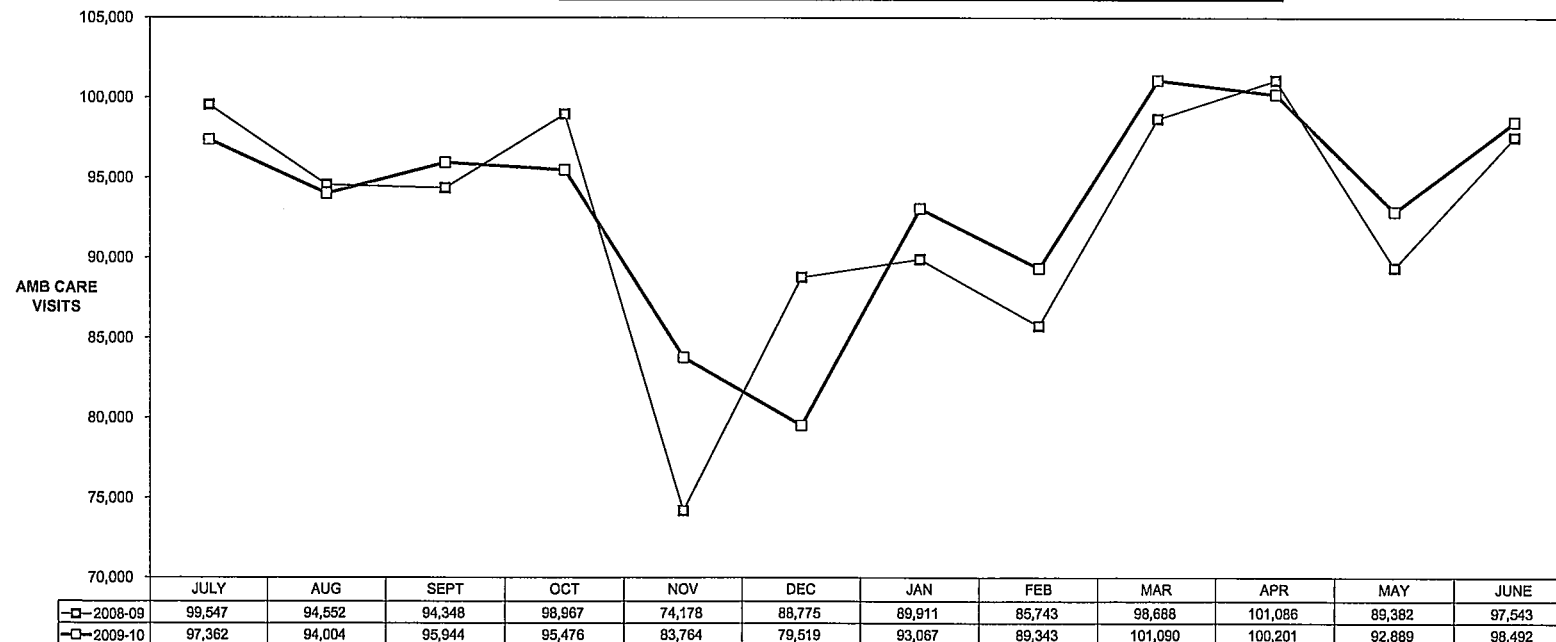
(1) Per facility's June Final 2009 workload report.

(2) The dip in Ambulatory Care visits in November 2008 was the result of the move to LAC+USC's New Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some Facilities experienced an increased, while others a decreased, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV/UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported an increase of 18,998 and 2,958 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the Facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District


**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

March 26, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
JANUARY 31, 2010.**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending January 31, 2010.

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year-Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The January MTD actual census of 1,311 is 150 less than the January 2010 census budget of 1,461, and 30 more than the actual ADC for January 2009 of 1,281. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING JANUARY 31, 2010**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	JAN/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	579	579	565
H/UCLA MEDICAL CENTER	373	373	373	343	356	362
RLA NATIONAL REHAB. CENTER	219	219	219	199	190	170
OV/UCLA MEDICAL CENTER	198	198	198	190	194	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>	<b>1,311</b>	<b>1,319</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

ATTACHMENT I-A



**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FOR THE MONTH ENDING JANUARY 31, 2010**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	JAN/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	147,622	79,314	13,950	13,279	152,526	132,249
H/UCLA MEDICAL CENTER	89,423	51,420	8,245	7,606	92,506	80,752
RLA NATIONAL REHAB. CENTER	← NA →					
OV/UCLA MEDICAL CENTER	48,453	27,764	4,451	4,162	49,226	44,052
<b>TOTAL</b>	<b>285,498</b>	<b>158,498</b>	<b>26,646</b>	<b>25,047</b>	<b>294,258</b>	<b>257,053</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan. Total FYE includes Psychiatric Visits of 22,540 (LAC-USC: 9,230; H/UCLA: 8,773; and OV/UCLA: 4,537).
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report. Total Actual excluded Psychiatric Visits of 21,596 (LAC-USC: 8,836; H/UCLA: 8,859; and OV/UCLA: 4,401).

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING JANUARY 31, 2010

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) JAN/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	309,536	41,903	43,921	528,507	517,179
H/UCLA MEDICAL CENTER	302,934	173,514	25,083	24,850	326,088	303,608
RLA NATIONAL REHAB. CENTER	74,981	41,768	5,854	4,166	75,831	74,981
OV/UCLA MEDICAL CENTER	216,952	122,138	17,514	15,635	205,402	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>646,956</b>	<b>90,354</b>	<b>88,572</b>	<b>1,135,828</b>	<b>1,112,720</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

ATTACHMENT I-C

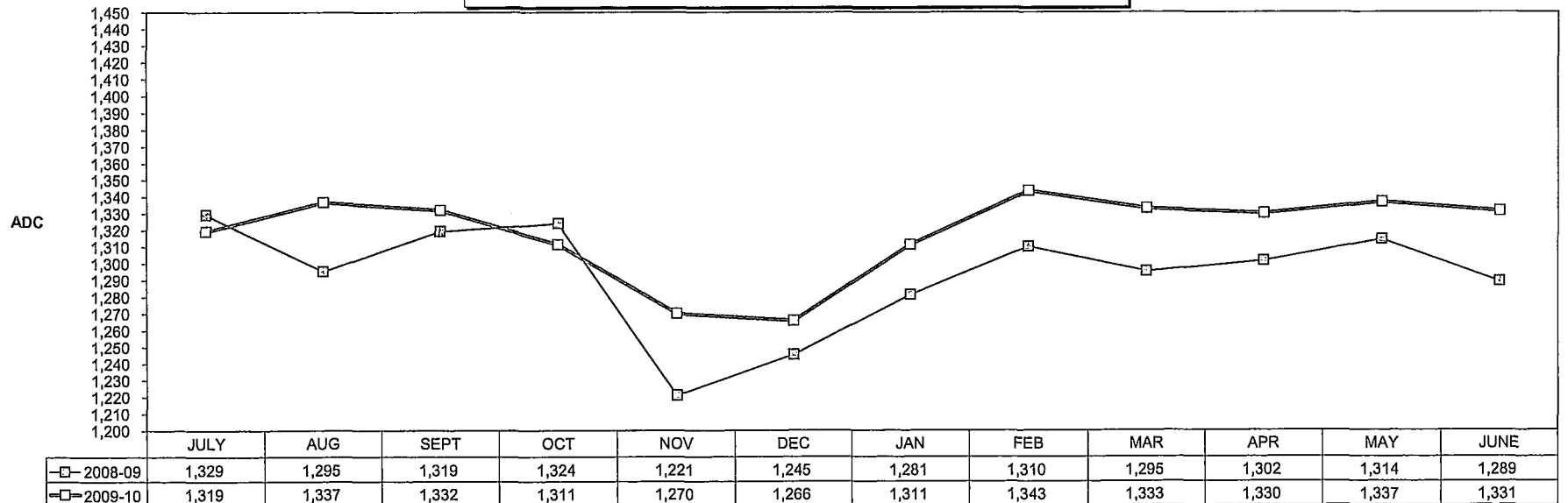
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

	ACTUAL												YTD Actual Average
<u>FISCAL YEAR 2008-09</u> <sup>(1)</sup>	<u>JUL.</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	611	585	579	597	490	522	548	562	571	571	576	572	565
H/UCLA Medical Center	364	356	377	361	363	366	373	371	361	355	350	353	362
RLA National Rehabilitation Center	152	162	165	167	167	164	160	182	173	184	191	176	170
OV/UCLA Medical Center	202	192	198	200	201	194	200	195	190	191	197	188	196
<b>TOTAL</b>	<b>1,329</b>	<b>1,295</b>	<b>1,319</b>	<b>1,324</b>	<b>1,221</b>	<b>1,245</b>	<b>1,281</b>	<b>1,310</b>	<b>1,295</b>	<b>1,302</b>	<b>1,314</b>	<b>1,289</b>	<b>1,293</b>

(1) Per facility's June 2009 workload report.

	ACTUAL						ESTIMATED						YTD (Thru Jan.) Average
<u>FISCAL YEAR 2009-10</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	571	590	587	580	566	556	579	587	585	581	582	577	576
H/UCLA Medical Center	376	368	362	362	339	351	343	358	351	353	357	357	357
RLA National Rehabilitation Center	178	184	176	175	184	185	199	200	200	200	200	200	183
OV/UCLA Medical Center	194	195	207	194	181	174	190	198	197	196	198	197	190
<b>TOTAL</b>	<b>1,319</b>	<b>1,337</b>	<b>1,332</b>	<b>1,311</b>	<b>1,270</b>	<b>1,266</b>	<b>1,311</b>	<b>1,343</b>	<b>1,333</b>	<b>1,330</b>	<b>1,337</b>	<b>1,331</b>	<b>1,306</b>

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1)</sup>

	JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	48,822	46,045	45,096	47,802	32,864	40,770	41,462	38,471	44,255	46,601	40,104	44,887	517,179
H/UCLA Medical Center	25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
RLA National Rehabilitation Center	6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
OV/UCLA Medical Center	18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
TOTAL	99,547	94,552	94,348	98,967	74,178	88,775	89,911	85,743	98,688	101,086	89,382	97,543	1,112,720

### FISCAL YEAR 2009-10 <sup>(3)</sup>

	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN. <sup>(4)</sup>	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	44,379	43,003	44,091	44,134	38,782	41,358	43,921	41,741	48,345	47,893	43,566	47,294	299,668
H/UCLA Medical Center	28,965	27,551	28,018	28,377	25,309	27,255	24,850	27,423	26,990	27,327	26,772	27,249	190,325
RLA National Rehabilitation Center	6,456	6,515	6,642	6,240	5,477	5,777	4,166	6,398	7,445	7,183	6,379	7,153	41,273
OV/UCLA Medical Center	18,091	17,316	17,659	17,615	15,893	16,673	15,635	16,150	17,881	17,304	17,881	17,304	118,882
TOTAL	97,891	94,385	96,410	96,366	85,461	91,063	88,572	91,712	100,661	99,707	94,598	99,000	650,148

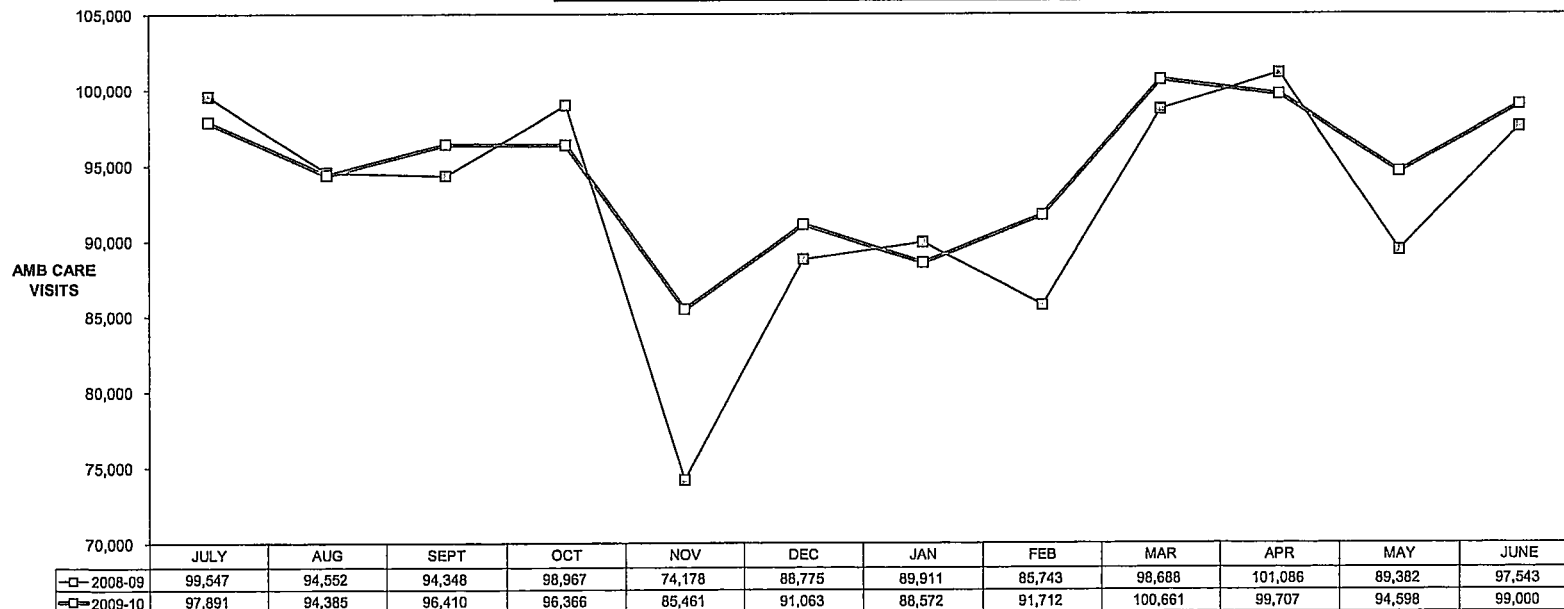
(1) Per facility's June Final 2008 workload report.

(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some facilities experienced an increased, while others a decreased, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV/UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported a increase of 18,988 and 2,956 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the DHS facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC-USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C





**Health Services**  
LOS ANGELES COUNTY

May 27, 2010

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District


**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**TO:** Each Supervisor

**FROM:** John F. Schunhoff, Ph.D.   
Interim Director

**SUBJECT: AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
MARCH 31, 2010.**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending March 31, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year-Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The March MTD actual census of 1,306 is 157 less than the March 2010 census budget of 1,463, and 11 more than the actual ADC for March 2009 of 1,295. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp  
503:072

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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*



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**AVERAGE DAILY CENSUS  
COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
MONTHLY OCCUPANCY REPORT  
FOR THE MONTH ENDING MARCH 31, 2010**

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) MAR/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	585	579	565
H/UCLA MEDICAL CENTER	373	373	375	359	358	362
RLA NATIONAL REHAB. CENTER	219	219	219	170	186	170
OV/UCLA MEDICAL CENTER	198	198	198	192	193	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,463</b>	<b>1,306</b>	<b>1,316</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

ATTACHMENT I-A

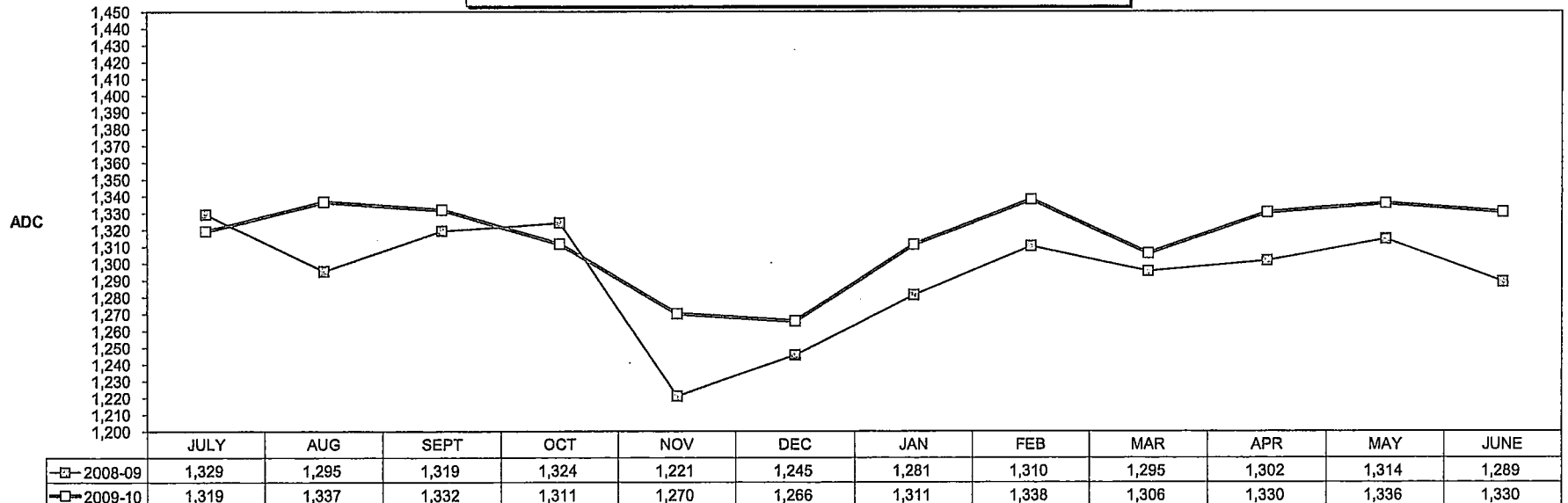
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

	ACTUAL												YTD Actual Average
<b><u>FISCAL YEAR 2008-09 <sup>(1)</sup></u></b>	<b><u>JUL.</u></b>	<b><u>AUG.</u></b>	<b><u>SEPT.</u></b>	<b><u>OCT.</u></b>	<b><u>NOV.</u></b>	<b><u>DEC.</u></b>	<b><u>JAN.</u></b>	<b><u>FEB.</u></b>	<b><u>MAR.</u></b>	<b><u>APR.</u></b>	<b><u>MAY</u></b>	<b><u>JUNE</u></b>	
LAC+USC Medical Center	611	585	579	597	490	522	548	562	571	571	576	572	565
H/UCLA Medical Center	364	356	377	361	363	366	373	371	361	355	350	353	362
RLA National Rehabilitation Center	152	162	165	167	167	164	160	182	173	184	191	176	170
OV/UCLA Medical Center	202	192	198	200	201	194	200	195	190	191	197	188	196
<b>TOTAL</b>	<b>1,329</b>	<b>1,295</b>	<b>1,319</b>	<b>1,324</b>	<b>1,221</b>	<b>1,245</b>	<b>1,281</b>	<b>1,310</b>	<b>1,295</b>	<b>1,302</b>	<b>1,314</b>	<b>1,289</b>	<b>1,293</b>

(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

	ACTUAL												ESTIMATED	YTD (Thru Mar.) Average
<b><u>FISCAL YEAR 2009-10</u></b>	<b><u>JULY</u></b>	<b><u>AUG.</u></b>	<b><u>SEPT.</u></b>	<b><u>OCT.</u></b>	<b><u>NOV.</u></b>	<b><u>DEC.</u></b>	<b><u>JAN.</u></b>	<b><u>FEB.</u></b>	<b><u>MAR.</u></b>	<b><u>APR.</u></b>	<b><u>MAY</u></b>	<b><u>JUNE</u></b>		
LAC+USC Medical Center	571	590	587	580	566	556	579	591	585	581	581	576		578
H/UCLA Medical Center	376	368	362	362	339	351	343	359	359	353	357	357		358
RLA National Rehabilitation Center	178	184	176	175	184	185	199	187	170	200	200	200		182
OV/UCLA Medical Center	194	195	207	194	181	174	190	201	192	196	198	197		191
<b>TOTAL</b>	<b>1,319</b>	<b>1,337</b>	<b>1,332</b>	<b>1,311</b>	<b>1,270</b>	<b>1,266</b>	<b>1,311</b>	<b>1,338</b>	<b>1,306</b>	<b>1,330</b>	<b>1,336</b>	<b>1,330</b>		<b>1,309</b>

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FOR THE MONTH ENDING MARCH 31, 2010**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	MAR/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	147,622	105,895	13,968	13,078	152,758	133,775 (7)
H/UCLA MEDICAL CENTER	89,423	66,316	7,744	7,352	90,579	80,752
RLA NATIONAL REHAB. CENTER	← NA →					
OV/UCLA MEDICAL CENTER	48,453	35,915	4,245	4,271	49,379	44,052
<b>TOTAL</b>	<b>285,498</b>	<b>208,126</b>	<b>25,957</b>	<b>24,701</b>	<b>292,716</b>	<b>258,579</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan. Total FYE includes Psychiatric Visits of 22,540 (LAC+USC: 9,230; H/UCLA: 8,773; and OV/UCLA: 4,537).
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report. Total Actual excluded Psychiatric Visits of 21,645 (LAC+USC: 8,385; H/UCLA: 8,859; and OV/UCLA: 4,401).
- (7) Reflects ~~revised~~ FY 08-09 final/verified workload report.

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

	ACTUAL												
<u>FISCAL YEAR 2008-09</u> <sup>(1)(2)</sup>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY.</u>	<u>JUN.</u>	<u>Actual</u> <sup>(1)</sup>
LAC+USC Medical Center	9,098	9,868	10,035	10,381	10,350	12,022	12,610	11,017	12,292	12,219	12,425	11,458	133,775
H/UCLA Medical Center	6,170	6,501	6,573	6,557	6,460	6,466	7,433	6,467	7,063	6,810	7,249	7,003	80,752
RLA National Rehabilitation Center	← N/A →												0
OV/UCLA Medical Center	3,489	3,521	3,514	3,711	3,448	3,473	4,053	3,578	3,852	3,934	3,890	3,589	44,052
<b>TOTAL</b>	<b>18,757</b>	<b>19,890</b>	<b>20,122</b>	<b>20,649</b>	<b>20,258</b>	<b>21,961</b>	<b>24,096</b>	<b>21,062</b>	<b>23,207</b>	<b>22,963</b>	<b>23,564</b>	<b>22,050</b>	<b>258,579</b>

	ACTUAL												YTD (Thru Mar.)
<u>FISCAL YEAR 2009-10</u> <sup>(2)</sup>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u> <sup>(3)</sup>	<u>APR.</u>	<u>MAY.</u>	<u>JUN.</u>	<u>Actual</u>
LAC+USC Medical Center <sup>(4)</sup>	13,101	12,623	12,977	13,405	12,522	11,975	12,745	11,783	13,078	13,019	13,253	12,277	114,209
H/UCLA Medical Center	7,802	7,408	7,643	8,360	7,601	7,076	7,638	7,052	7,352	7,549	7,549	7,549	67,932
RLA National Rehabilitation Center	← N/A →												0
OV/UCLA Medical Center	4,177	4,103	4,214	4,462	3,950	3,796	4,226	3,821	4,271	4,074	4,211	4,074	37,020
<b>TOTAL</b>	<b>25,080</b>	<b>24,134</b>	<b>24,834</b>	<b>26,227</b>	<b>24,073</b>	<b>22,847</b>	<b>24,609</b>	<b>22,656</b>	<b>24,701</b>	<b>24,642</b>	<b>25,013</b>	<b>23,900</b>	<b>219,161</b>

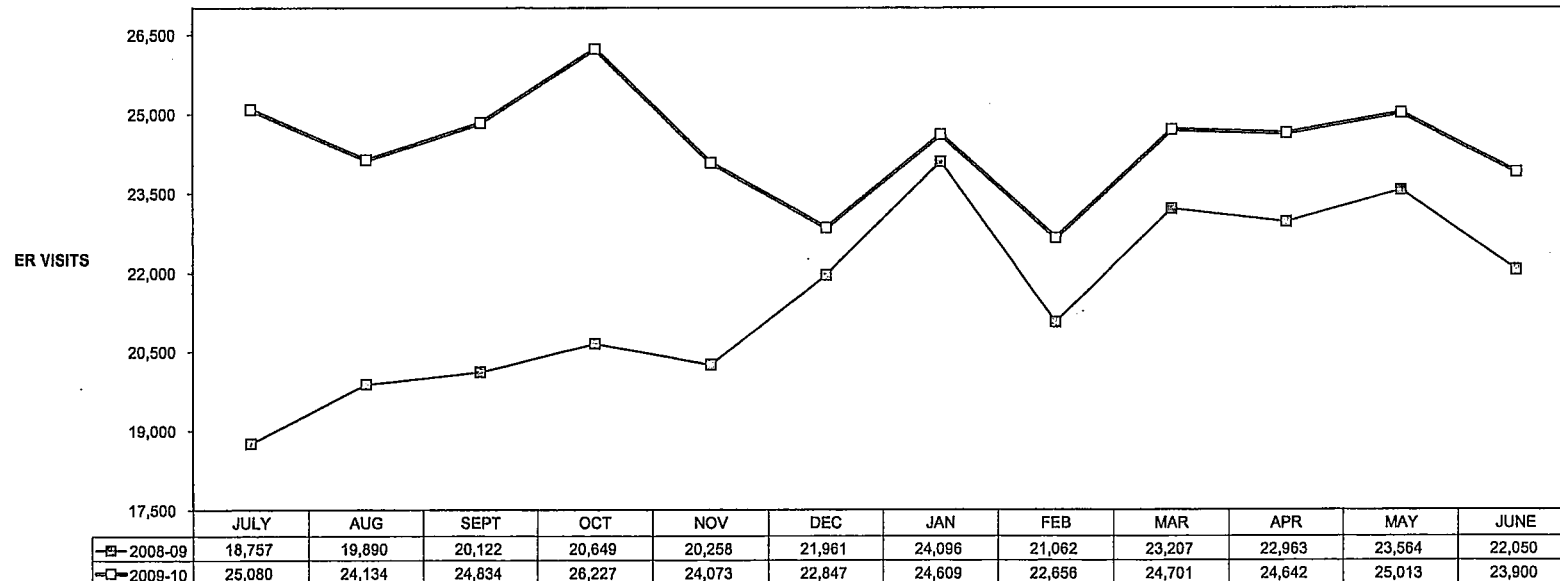
(1) Per facility's June Final 2008 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) FY 2008-09 Emergency Department visits excluded emergency Psychiatric Visits. Beginning in FY 2009-10 emergency psychiatric visits are being reported as part of the Emergency Department (ED) visits. Note: FY 2008-09 Actual emergency psychiatric visits of 21,645 (LAC+USC: 8,365, H/UCLA: 8,859, and OV/UCLA: 4,401). FY 2008-09 total Emergency Department visits including the Psychiatric Visits were 278,649 (LAC+USC: 140,685; H/UCLA: 89,811; and OV/UCLA: 48,453).

(3) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

(4) Beginning in December 2009 workload report, LAC+USC revised its prior months' Emergency Department visits from July through November 2009 to include Nurse Only visits. The prior months' ED visits previously reported were understated.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING MARCH 31, 2010

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) MAR/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	394,456	44,518	44,581	517,627	517,375 (7)
H/UCLA MEDICAL CENTER	302,934	225,014	27,181	31,269	331,334	303,608
RLA NATIONAL REHAB. CENTER	74,981	55,073	7,176	3,860	73,382	74,981
OV/UCLA MEDICAL CENTER	216,952	159,037	20,075	18,448	206,108	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>833,580</b>	<b>98,950</b>	<b>98,158</b>	<b>1,128,451</b>	<b>1,112,916</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.
- (7) Reflects revised FY 08-09 final/verified workload report.

ATTACHMENT I-C



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

ACTUAL													
FISCAL YEAR 2008-09 <sup>(1)</sup>	JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	47,968	44,876	44,748	46,829	33,274	40,435	41,750	39,574	45,884	45,368	41,214	45,455	517,375 <sup>(1)</sup>
H/UCLA Medical Center	25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
RLA National Rehabilitation Center	6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
OV/UCLA Medical Center	18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
TOTAL	98,693	93,383	94,000	97,994	74,588	88,440	90,199	86,846	100,317	99,853	90,492	98,111	1,112,916

ACTUAL												ESTIMATED	YTD (Thru Mar.)
FISCAL YEAR 2009-10 <sup>(3)</sup>	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR. <sup>(4)</sup>	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	44,335	42,983	44,083	44,153	38,810	41,463	39,814	39,547	46,462	46,897	42,645	46,435	381,650
H/UCLA Medical Center	29,271	27,801	28,250	28,684	25,461	27,559	25,333	26,745	31,269	27,198	26,643	27,120	250,373
RLA National Rehabilitation Center	6,465	6,528	6,666	6,303	5,597	6,082	5,936	5,230	3,860	7,183	6,379	7,153	52,667
OV/UCLA Medical Center	18,090	17,314	17,660	17,606	15,882	16,689	15,994	15,935	18,448	17,304	17,881	17,304	153,618
TOTAL	98,161	94,626	96,659	96,746	85,750	91,793	87,077	87,457	100,039	98,582	93,548	98,012	838,308

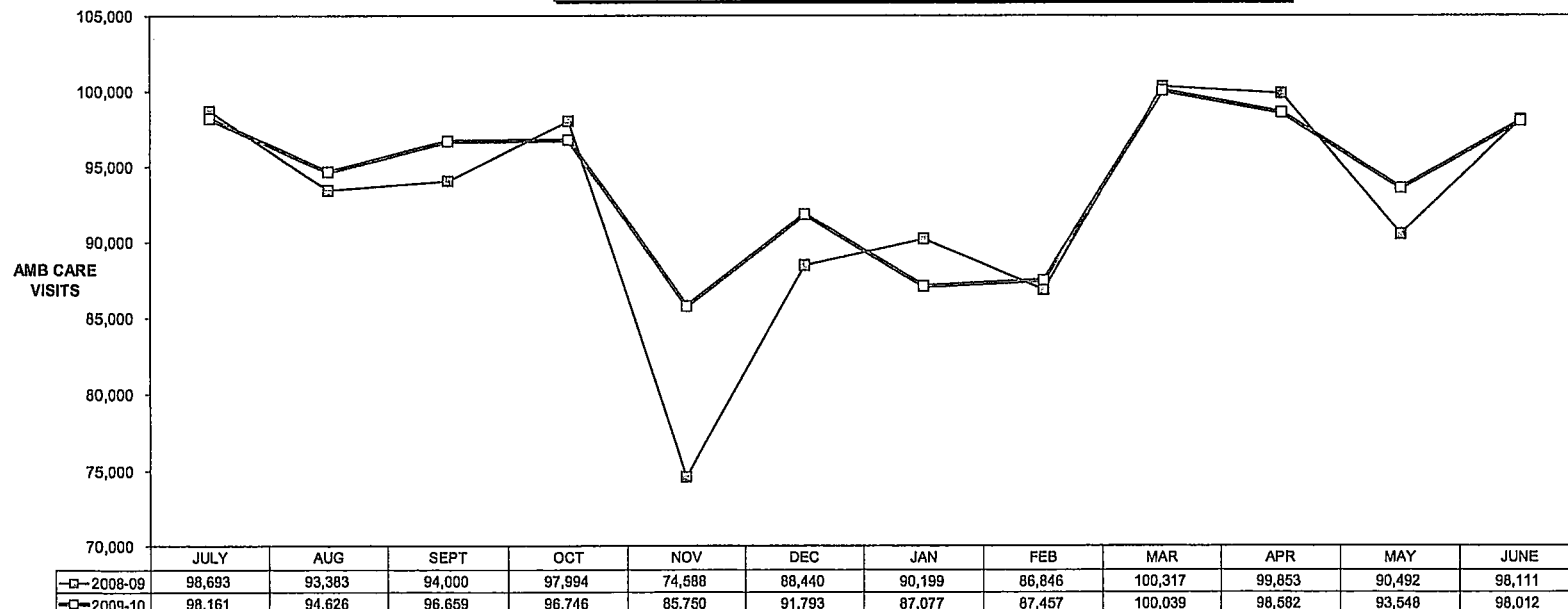
(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some facilities experienced an increase, while others a decrease, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV/UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported an increase of 18,998 and 2,958 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the DHS facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



**Health Services**  
LOS ANGELES COUNTY

June 07, 2010

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District


**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**TO:** Each Supervisor

**FROM:** John F. Schunhoff, Ph.D.   
Interim Director

**SUBJECT: AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
APRIL 30, 2010.**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending April 30, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year-Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The April MTD actual census of 1,310 is 151 less than the April 2010 census budget of 1,461, and 8 more than the actual ADC for April 2009 of 1,302. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp

503:072

M:\Wk\09-10\Monthly\10-Apr10\Memo-Apr10.doc

**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

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**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING APRIL 30, 2010**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	APR/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	582	579	565
H/UCLA MEDICAL CENTER	373	373	373	365	360	362
RLA NATIONAL REHAB. CENTER	219	219	219	183	184	170
OV/UCLA MEDICAL CENTER	198	198	198	180	191	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>	<b>1,310</b>	<b>1,314</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

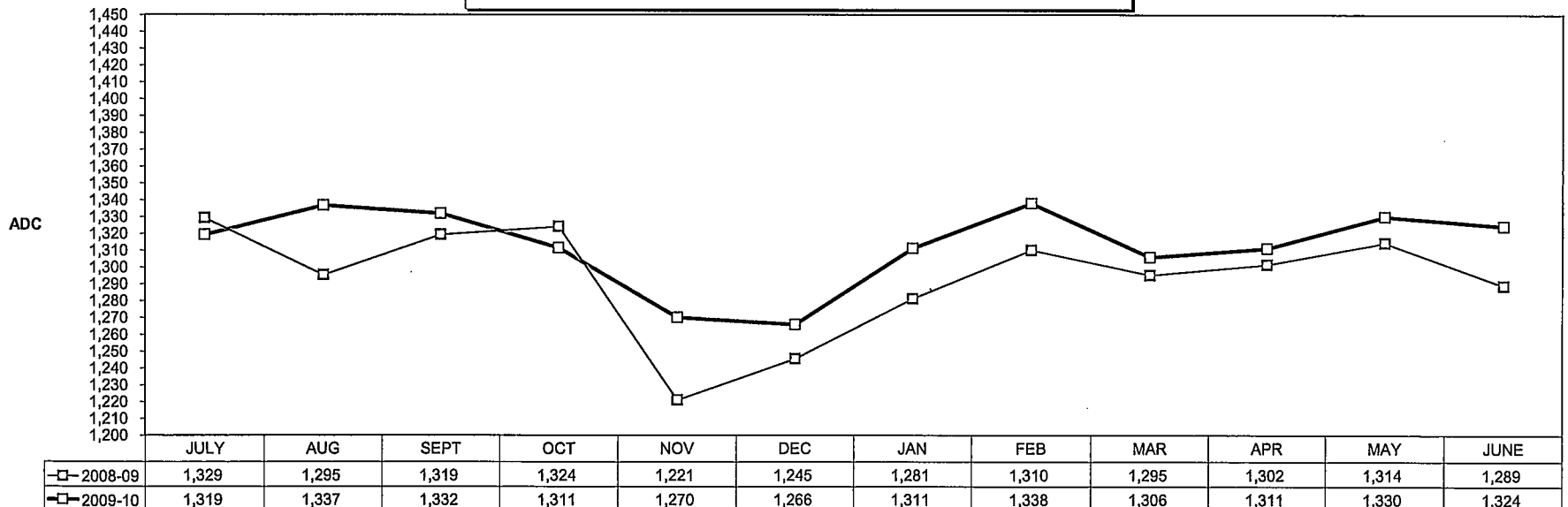
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

	ACTUAL												YTD Actual Average
<u>FISCAL YEAR 2008-09 <sup>(1)</sup></u>	<u>JUL.</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	611	585	579	597	490	522	548	562	571	571	576	572	565
H/UCLA Medical Center	364	356	377	361	363	366	373	371	361	355	350	353	362
RLA National Rehabilitation Center	152	162	165	167	167	164	160	182	173	184	191	176	170
OV/UCLA Medical Center	202	192	198	200	201	194	200	195	190	191	197	188	196
<b>TOTAL</b>	<b>1,329</b>	<b>1,295</b>	<b>1,319</b>	<b>1,324</b>	<b>1,221</b>	<b>1,245</b>	<b>1,281</b>	<b>1,310</b>	<b>1,295</b>	<b>1,302</b>	<b>1,314</b>	<b>1,289</b>	<b>1,293</b>

(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

	ACTUAL												ESTIMATED	YTD (Thru Apr.) Average
<u>FISCAL YEAR 2009-10</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>		
LAC+USC Medical Center	571	590	587	580	566	556	579	591	585	582	585	580	579	579
H/UCLA Medical Center	376	368	362	362	339	351	343	359	359	365	357	357	358	358
RLA National Rehabilitation Center	178	184	176	175	184	185	199	187	170	183	190	190	182	182
OV/UCLA Medical Center	194	195	207	194	181	174	190	201	192	180	198	197	189	189
<b>TOTAL</b>	<b>1,319</b>	<b>1,337</b>	<b>1,332</b>	<b>1,311</b>	<b>1,270</b>	<b>1,266</b>	<b>1,311</b>	<b>1,338</b>	<b>1,306</b>	<b>1,311</b>	<b>1,330</b>	<b>1,324</b>	<b>1,308</b>	<b>1,308</b>

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING APRIL 30, 2010

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) APR/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	147,622	119,599	13,704	13,027	153,168	133,775 (7)
H/UCLA MEDICAL CENTER	89,423	73,872	7,556	6,618	87,598	80,752
RLA NATIONAL REHAB. CENTER	← NA →					
OV/UCLA MEDICAL CENTER	48,453	40,215	4,300	4,200	50,491	44,052
<b>TOTAL</b>	<b>285,498</b>	<b>233,686</b>	<b>25,560</b>	<b>23,845</b>	<b>291,257</b>	<b>258,579</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan. Total FYE includes Psychiatric Visits of 22,540 (LAC+USC: 9,230; H/UCLA: 8,773; and OV/UCLA: 4,537).
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report. Total Actual excluded Psychiatric Visits of 21,645 (LAC+USC: 8,385; H/UCLA: 8,859; and OV/UCLA: 4,401).
- (7) Reflects revised FY 08-09 final/verified workload report.

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1)(2)</sup>

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												Actual <sup>(1)</sup>
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	
9,098	9,868	10,035	10,381	10,350	12,022	12,610	11,017	12,292	12,219	12,425	11,458	133,775
6,170	6,501	6,573	6,557	6,460	6,466	7,433	6,467	7,063	6,810	7,249	7,003	80,752
3,489	3,521	3,514	3,711	3,448	N/A	4,053	3,578	3,852	3,934	3,890	3,589	44,052
18,757	19,890	20,122	20,649	20,258	21,961	24,096	21,062	23,207	22,963	23,564	22,050	258,579

### FISCAL YEAR 2009-10 <sup>(2)</sup>

LAC+USC Medical Center <sup>(4)</sup>  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL											ESTIMATED	YTD (Thru Apr.) Actual
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR. <sup>(3)</sup>	APR.	MAY.	JUN.	
13,102	12,623	12,977	13,405	12,521	11,976	12,795	11,905	13,259	13,027	13,252	12,326	127,590
7,530	7,039	7,505	8,191	7,500	6,994	7,500	6,913	7,208	6,618	7,300	7,300	72,998
4,274	4,196	4,304	4,544	4,036	3,903	4,274	3,889	4,401	4,200	4,305	4,165	42,021
24,906	23,858	24,786	26,140	24,057	22,873	24,569	22,707	24,868	23,845	24,857	23,791	242,609

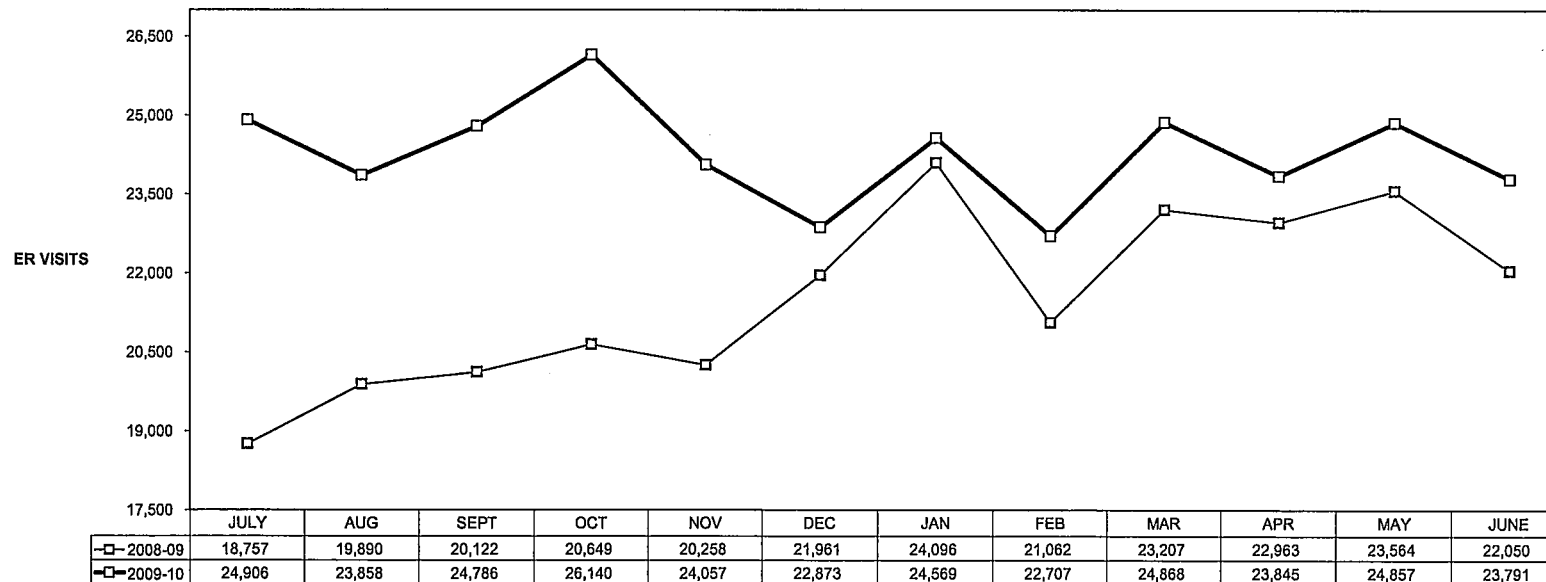
(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) FY 2008-09 Emergency Department visits excluded emergency Psychiatric Visits. Beginning in FY 2009-10 emergency psychiatric visits are being reported as part of the Emergency Department (ED) visits. Note: FY 2008-09 Actual emergency psychiatric visits of 21,645 (LAC+USC: 8,365, H/UCLA: 8,859, and OV/UCLA: 4,401). FY 2008-09 total Emergency Department visits including the Psychiatric Visits were 278,649 (LAC+USC: 140,585; H/UCLA: 89,611; and OV/UCLA: 48,453).

(3) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

(4) Beginning in December 2009 workload report, LAC+USC revised its prior months' Emergency Department visits from July through November 2009 to include Nurse Only visits. The prior months' ED visits previously reported were understated.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING APRIL 30, 2010

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) APR/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	437,992	43,536	46,355	516,226	517,375 (7)
H/UCLA MEDICAL CENTER	302,934	252,051	27,037	28,920	333,516	303,608
RLA NATIONAL REHAB. CENTER	74,981	61,987	6,914	2,434	71,611	74,981
OV/UCLA MEDICAL CENTER	216,952	179,382	20,345	17,514	205,617	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>931,412</b>	<b>97,832</b>	<b>95,223</b>	<b>1,126,970</b>	<b>1,112,916</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.
- (7) Reflects revised FY 08-09 final/verified workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

ACTUAL													
FISCAL YEAR 2008-09 <sup>(1)</sup>	JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	47,968	44,876	44,748	46,829	33,274	40,435	41,750	39,574	45,884	45,368	41,214	45,455	517,375 <sup>(1)</sup>
H/UCLA Medical Center	25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
RLA National Rehabilitation Center	6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
OV/UCLA Medical Center	18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
TOTAL	98,693	93,383	94,000	97,994	74,588	88,440	90,199	86,846	100,317	99,853	90,492	98,111	1,112,916

ACTUAL											ESTIMATED		YTD (Thru Apr.)
FISCAL YEAR 2009-10 <sup>(3)</sup>	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR. <sup>(4)</sup>	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	44,016	42,655	43,754	43,872	38,632	41,395	39,540	40,590	47,304	46,355	42,214	45,899	428,113
H/UCLA Medical Center	29,271	27,801	28,250	28,684	25,461	27,556	25,343	26,760	31,335	28,920	26,829	27,306	279,381
RLA National Rehabilitation Center	6,465	6,528	6,666	6,308	5,606	6,112	6,268	5,544	6,148	2,434	6,379	7,153	58,079
OV/UCLA Medical Center	17,986	17,218	17,566	17,526	15,800	16,583	15,900	15,858	18,667	17,514	17,787	17,212	170,618
TOTAL	97,738	94,202	96,236	96,390	85,499	91,646	87,051	88,752	103,454	95,223	93,209	97,570	936,191

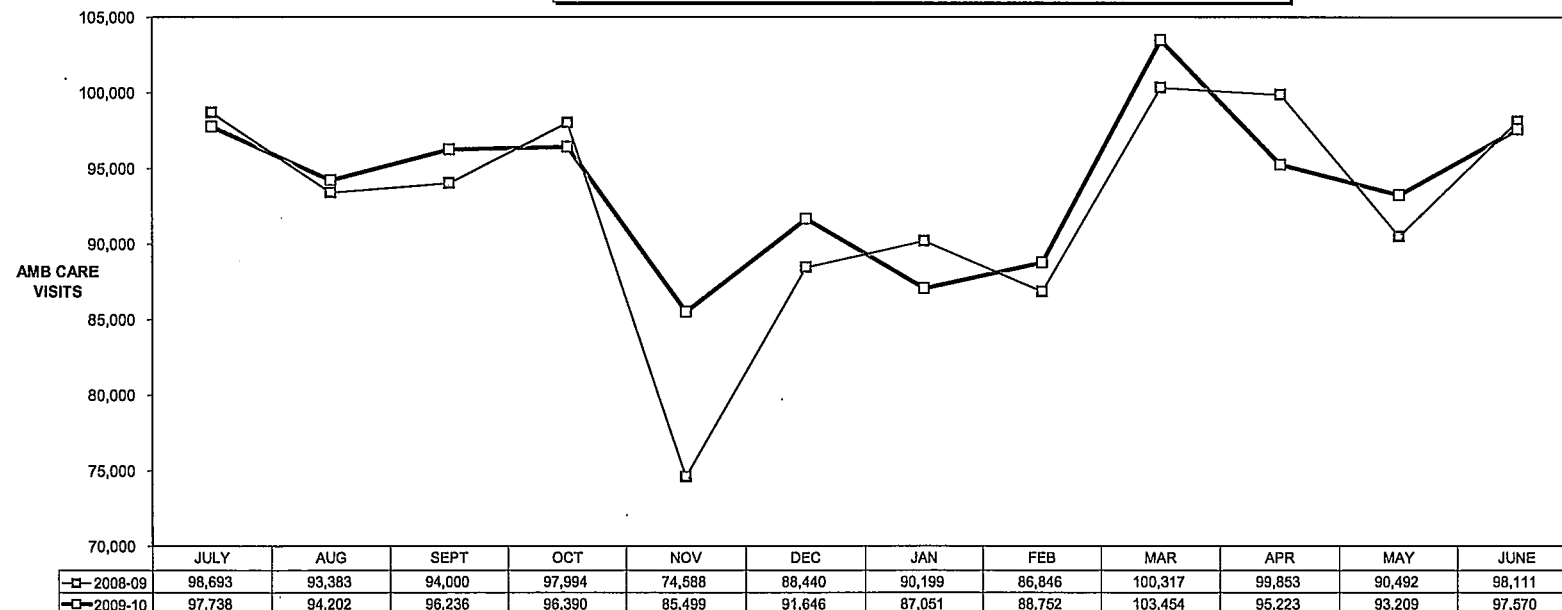
(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some facilities experienced an increase, while others a decrease, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV/UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported an increase of 18,998 and 2,956 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the DHS facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

John F. Schunhoff, Ph.D.  
Interim Director

Gail V. Anderson, Jr., M.D.  
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

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July 19, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
MAY 31, 2010.**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending May 31, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year-Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The May MTD actual census of 1,308 is 153 less than the May 2010 census budget of 1,461, and 6 less than the actual ADC for May 2009 of 1,314. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp  
503:072

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#### Attachments

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING MAY 31, 2010**

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) MAY/10 BUDGET	(4) MTD ACTUAL	(5) FACILITY FYE	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	593	581	565
H/UCLA MEDICAL CENTER	373	373	372	340	356	362
RLA NATIONAL REHAB. CENTER	219	219	219	186	183	170
OV/UCLA MEDICAL CENTER	198	198	198	189	191	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,460</b>	<b>1,308</b>	<b>1,311</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

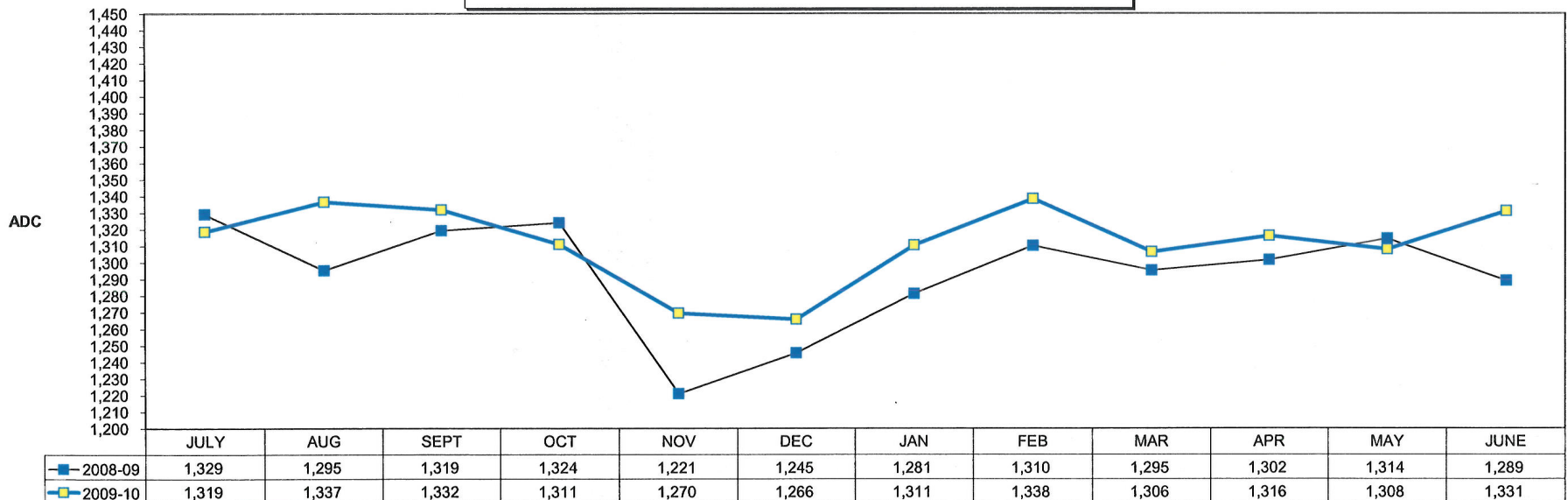
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

	ACTUAL												YTD Actual Average
<u>FISCAL YEAR 2008-09 <sup>(1)</sup></u>	<u>JUL.</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	611	585	579	597	490	522	548	562	571	571	576	572	565
H/UCLA Medical Center	364	356	377	361	363	366	373	371	361	355	350	353	362
RLA National Rehabilitation Center	152	162	165	167	167	164	160	182	173	184	191	176	170
OV/UCLA Medical Center	202	192	198	200	201	194	200	195	190	191	197	188	196
TOTAL	1,329	1,295	1,319	1,324	1,221	1,245	1,281	1,310	1,295	1,302	1,314	1,289	1,293

(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

	ACTUAL												ESTIMATED	YTD (Thru May.) Average
<u>FISCAL YEAR 2009-10</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>		
LAC+USC Medical Center	571	590	587	580	566	556	579	591	585	588	593	587	580	580
H/UCLA Medical Center	376	368	362	362	339	351	343	359	359	365	340	357	357	357
RLA National Rehabilitation Center	178	184	176	175	184	185	199	187	170	183	186	190	182	182
OV/UCLA Medical Center	194	195	207	194	181	174	190	201	192	180	189	197	190	190
TOTAL	1,319	1,337	1,332	1,311	1,270	1,266	1,311	1,338	1,306	1,316	1,308	1,331	1,309	1,309

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING MAY 31, 2010

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	MAY/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	147,622	133,656	14,057	12,676	151,425	133,775 (7)
H/UCLA MEDICAL CENTER	89,423	81,851	7,979	7,138	87,429	80,752
RLA NATIONAL REHAB. CENTER	← NA →					
OV/UCLA MEDICAL CENTER	48,453	44,503	4,288	4,310	50,611	44,052
<b>TOTAL</b>	<b>285,498</b>	<b>260,010</b>	<b>26,324</b>	<b>24,124</b>	<b>289,465</b>	<b>258,579</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan. Total FYE includes Psychiatric Visits of 22,540 (LAC+USC: 9,230; H/UCLA: 8,773; and OV/UCLA: 4,537).
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report. Total Actual excluded Psychiatric Visits of 21,645 (LAC+USC: 8,385; H/UCLA: 8,859; and OV/UCLA: 4,401).
- (7) Reflects revised FY 08-09 final/verified workload report.

ATTACHMENT I-B



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1)(2)</sup>

LAC+USC Medical Center  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
9,098	9,868	10,035	10,381	10,350	12,022	12,610	11,017	12,292	12,219	12,425	11,458	133,775 <sup>(1)</sup>
6,170	6,501	6,573	6,557	6,460	6,466	7,433	6,467	7,063	6,810	7,249	7,003	80,752
					N/A							
3,489	3,521	3,514	3,711	3,448	3,473	4,053	3,578	3,852	3,934	3,890	3,589	44,052
18,757	19,890	20,122	20,649	20,258	21,961	24,096	21,062	23,207	22,963	23,564	22,050	258,579

### FISCAL YEAR 2009-10 <sup>(2)</sup>

LAC+USC Medical Center <sup>(4)</sup>  
H/UCLA Medical Center  
RLA National Rehabilitation Center  
OV/UCLA Medical Center  
TOTAL

ACTUAL												ESTIMATED	YTD (Thru May.)
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY. <sup>(3)</sup>	JUN.	Actual	Actual
13,101	12,623	12,977	13,406	12,521	11,978	12,792	11,907	13,210	12,439	12,676	11,795	139,630	139,630
7,530	7,039	7,505	8,191	7,500	6,994	7,499	6,913	7,208	6,626	7,138	7,286	80,143	80,143
					N/A								0
4,274	4,197	4,305	4,545	4,036	3,905	4,322	3,915	4,404	4,233	4,310	4,165	46,446	46,446
24,905	23,859	24,787	26,142	24,057	22,877	24,613	22,735	24,822	23,298	24,124	23,246	266,219	266,219

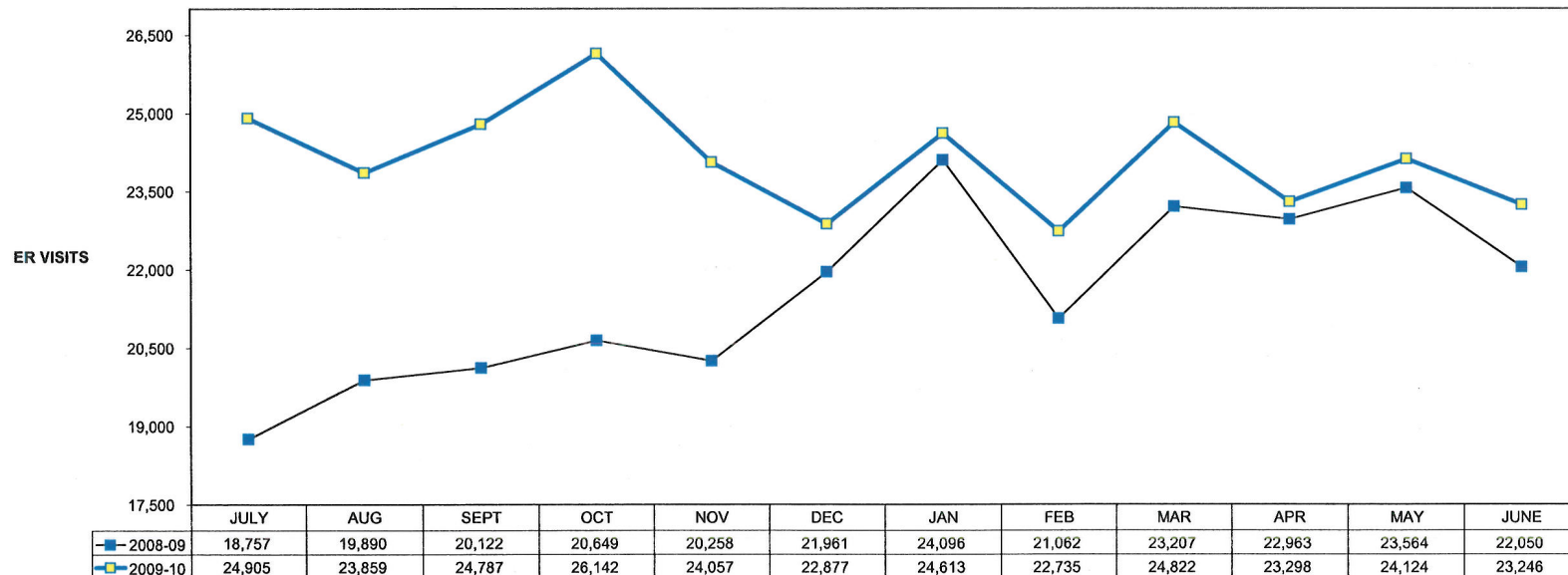
(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) FY 2008-09 Emergency Department visits excluded emergency Psychiatric Visits. Beginning in FY 2009-10 emergency psychiatric visits are being reported as part of the Emergency Department (ED) visits. Note: FY 2008-09 Actual emergency psychiatric visits of 21,645 (LAC+USC: 8,385, H/UCLA: 8,859, and OV/UCLA: 4,401). FY 2008-09 total Emergency Department visits including the Psychiatric Visits were 278,649 (LAC+USC: 140,585; H/UCLA: 89,611; and OV/UCLA: 48,453).

(3) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

(4) Beginning in December 2009 workload report, LAC+USC revised its prior months' Emergency Department visits from July through November 2009 to include Nurse Only visits. The prior months' ED visits previously reported were understated.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING MAY 31, 2010

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	MAY/10 BUDGET	MTD ACTUAL	FACILITY FYE	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	480,190	42,198	42,359	514,802	517,375 (7)
H/UCLA MEDICAL CENTER	302,934	276,931	24,880	26,250	332,914	303,608
RLA NATIONAL REHAB. CENTER	74,981	68,097	6,110	2,127 (8)	70,233 (8)	74,981
OV/UCLA MEDICAL CENTER	216,952	197,478	18,096	16,266	204,532	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>1,022,696</b>	<b>91,284</b>	<b>87,002</b>	<b>1,122,481</b>	<b>1,112,916</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.
- (7) Reflects revised FY 08-09 final/verified workload report.
- (8) Indicate a backlog in coding of encounter forms in HIMS for the following Ambulatory Care services: Dental/Oral Surgery, General Medicine, and Surg for both April and May 2010 actual data.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

### FISCAL YEAR 2008-09 <sup>(1)</sup>

	JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual <sup>(1)</sup>
LAC+USC Medical Center	47,968	44,876	44,748	46,829	33,274	40,435	41,750	39,574	45,884	45,368	41,214	45,455	517,375
H/UCLA Medical Center	25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
RLA National Rehabilitation Center	6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
OV/UCLA Medical Center	18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
TOTAL	98,693	93,383	94,000	97,994	74,588	88,440	90,199	86,846	100,317	99,853	90,492	98,111	1,112,916

### FISCAL YEAR 2009-10 <sup>(3)</sup>

	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY <sup>(4)</sup>	JUNE	YTD (Thru May.) Actual
LAC+USC Medical Center	44,015	42,653	43,749	43,872	38,622	41,392	39,594	40,687	48,124	44,920	42,359	44,815	469,987
H/UCLA Medical Center	29,271	27,801	28,250	28,684	25,460	27,555	25,343	26,764	31,352	28,974	26,250	27,210	305,704
RLA National Rehabilitation Center <sup>(5)</sup>	6,468	6,536	6,668	6,309	5,611	6,121	6,290	5,697	7,280	3,973	2,127	7,153	63,080
OV/UCLA Medical Center	17,986	17,218	17,564	17,526	15,800	16,585	15,897	15,851	18,673	17,954	16,266	17,214	187,320
TOTAL	97,740	94,208	96,231	96,391	85,493	91,653	87,124	88,999	105,429	95,821	87,002	96,392	1,026,091

(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

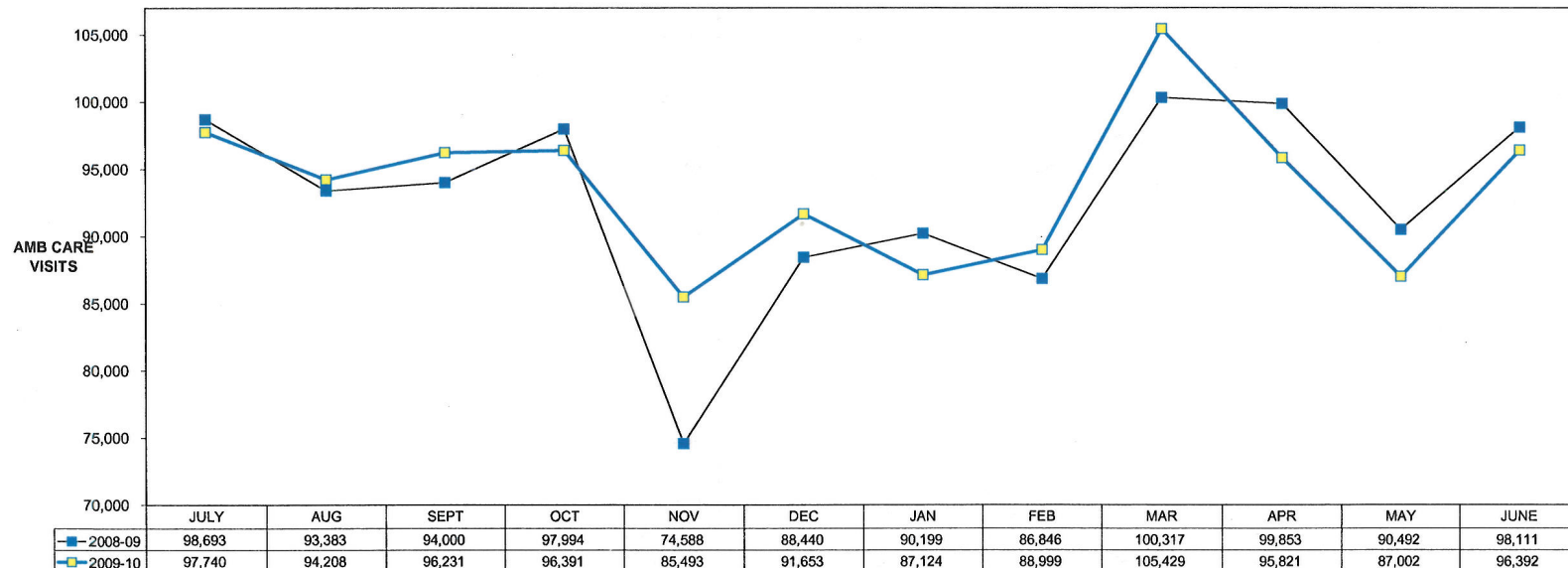
(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some facilities experienced an increase, while others a decrease, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV/UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported an increase of 18,998 and 2,956 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the DHS facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

(5) Indicate a backlog in coding of encounter forms in HIMS for the following Ambulatory Care services: Dental/Oral Surgery, General Medicine, and Surgical for both April & May 2010 actual data.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C





August 9, 2010

Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
JUNE 30, 2010.**

John F. Schunhoff, Ph.D.  
Interim Director

Gail V. Anderson, Jr., M.D.  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending June 30, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The June MTD actual census of 1,331 is 130 less than the June 2010 census budget of 1,461, and 42 more than the actual ADC for June 2009 of 1,289. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp

503:072

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#### Attachments

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING JUNE 30, 2010**

	(1) FY 09-10 BUDGET	(2) FY 09-10 YTD BUDGET	(3) JUN/10 BUDGET	(4) MTD ACTUAL	(5) FY 09-10 ACTUAL	(6) FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	590	581	565
H/UCLA MEDICAL CENTER	373	373	373	362	357	362
RLA NATIONAL REHAB. CENTER	219	219	219	184	183	170
OV-UCLA MEDICAL CENTER	198	198	198	195	191	196
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>	<b>1,331</b>	<b>1,312</b>	<b>1,293</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's actual for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.

ATTACHMENT I-A

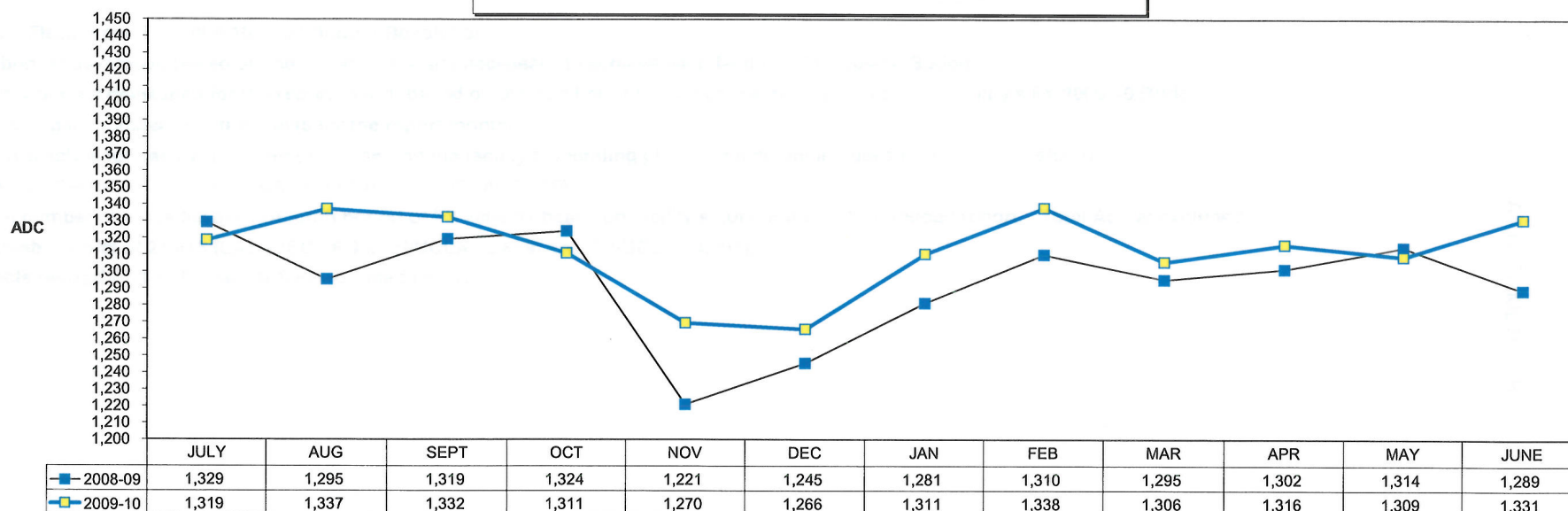
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2008-09 AND 2009-10**

	ACTUAL												YTD Actual Average
<b>FISCAL YEAR 2008-09 <sup>(1)</sup></b>	<b>JUL.</b>	<b>AUG.</b>	<b>SEPT.</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY</b>	<b>JUNE</b>	
LAC+USC Medical Center	611	585	579	597	490	522	548	562	571	571	576	572	565
H/UCLA Medical Center	364	356	377	361	363	366	373	371	361	355	350	353	362
RLA National Rehabilitation Center	152	162	165	167	167	164	160	182	173	184	191	176	170
OV-UCLA Medical Center	202	192	198	200	201	194	200	195	190	191	197	188	196
<b>TOTAL</b>	<b>1,329</b>	<b>1,295</b>	<b>1,319</b>	<b>1,324</b>	<b>1,221</b>	<b>1,245</b>	<b>1,281</b>	<b>1,310</b>	<b>1,295</b>	<b>1,302</b>	<b>1,314</b>	<b>1,289</b>	<b>1,293</b>

(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

	ACTUAL												YTD Actual Average
<b>FISCAL YEAR 2009-10</b>	<b>JULY</b>	<b>AUG.</b>	<b>SEPT.</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY</b>	<b>JUNE</b>	
LAC+USC Medical Center	571	590	587	580	566	556	579	591	585	588	594	590	581
H/UCLA Medical Center	376	368	362	362	339	351	343	359	359	365	340	362	357
RLA National Rehabilitation Center	178	184	176	175	184	185	199	187	170	183	186	184	183
OV-UCLA Medical Center	194	195	207	194	181	174	190	201	192	180	189	195	191
<b>TOTAL</b>	<b>1,319</b>	<b>1,337</b>	<b>1,332</b>	<b>1,311</b>	<b>1,270</b>	<b>1,266</b>	<b>1,311</b>	<b>1,338</b>	<b>1,306</b>	<b>1,316</b>	<b>1,309</b>	<b>1,331</b>	<b>1,312</b>

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING JUNE 30, 2010

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 09-10 BUDGET	FY 09-10 YTD BUDGET	JUN/10 BUDGET	MTD ACTUAL	FY 09-10 ACTUAL	FY 08-09 ACTUAL
LAC+USC MEDICAL CENTER	522,388	522,388	42,198	44,795	516,220	517,375 (7)
H/UCLA MEDICAL CENTER	302,934	302,934	26,003	30,704	336,493	303,608
RLA NATIONAL REHAB. CENTER	74,981	74,981	6,884	5,546	74,945	74,981
OV-UCLA MEDICAL CENTER	216,952	216,952	19,474	17,611	205,061	216,952
<b>TOTAL</b>	<b>1,117,255</b>	<b>1,117,255</b>	<b>94,559</b>	<b>98,656</b>	<b>1,132,719</b>	<b>1,112,916</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2009-10 Final Budget Resolution.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2009-10 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's actual for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2008-09 based on facility's June Final 2009 workload report.
- (7) Reflects revised FY 08-09 final/verified workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2008-09 AND 2009-10

ACTUAL													
FISCAL YEAR 2008-09 <sup>(1)</sup>	JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	47,968	44,876	44,748	46,829	33,274	40,435	41,750	39,574	45,884	45,368	41,214	45,455	517,375 <sup>(1)</sup>
H/UCLA Medical Center	25,939	25,125	25,053	26,422	21,151	24,740	25,081	24,319	27,182	27,226	25,072	26,298	303,608
RLA National Rehabilitation Center	6,273	5,856	6,199	6,556	5,259	5,771	5,854	6,129	7,176	6,914	6,110	6,884	74,981
OV-UCLA Medical Center	18,513	17,526	18,000	18,187	14,904	17,494	17,514	16,824	20,075	20,345	18,096	19,474	216,952
TOTAL	98,693	93,383	94,000	97,994	74,588	88,440	90,199	86,846	100,317	99,853	90,492	98,111	1,112,916

ACTUAL													
FISCAL YEAR 2009-10 <sup>(3)</sup>	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN. <sup>(4)</sup>	Actual
LAC+USC Medical Center	44,050	42,688	43,783	43,885	38,640	41,461	39,627	40,715	48,143	45,537	42,896	44,795	516,220
H/UCLA Medical Center	29,270	27,801	28,249	28,684	25,458	27,554	25,339	26,760	31,355	29,002	26,317	30,704	336,493
RLA National Rehabilitation Center <sup>(5)</sup>	6,473	6,545	6,679	6,327	5,657	6,189	6,317	5,741	7,456	6,443	5,572	5,546	74,945
OV-UCLA Medical Center	17,987	17,218	17,566	17,526	15,799	16,580	15,899	15,855	18,675	17,961	16,384	17,611	205,061
TOTAL	97,780	94,252	96,277	96,422	85,554	91,784	87,182	89,071	105,629	98,943	91,169	98,656	1,132,719

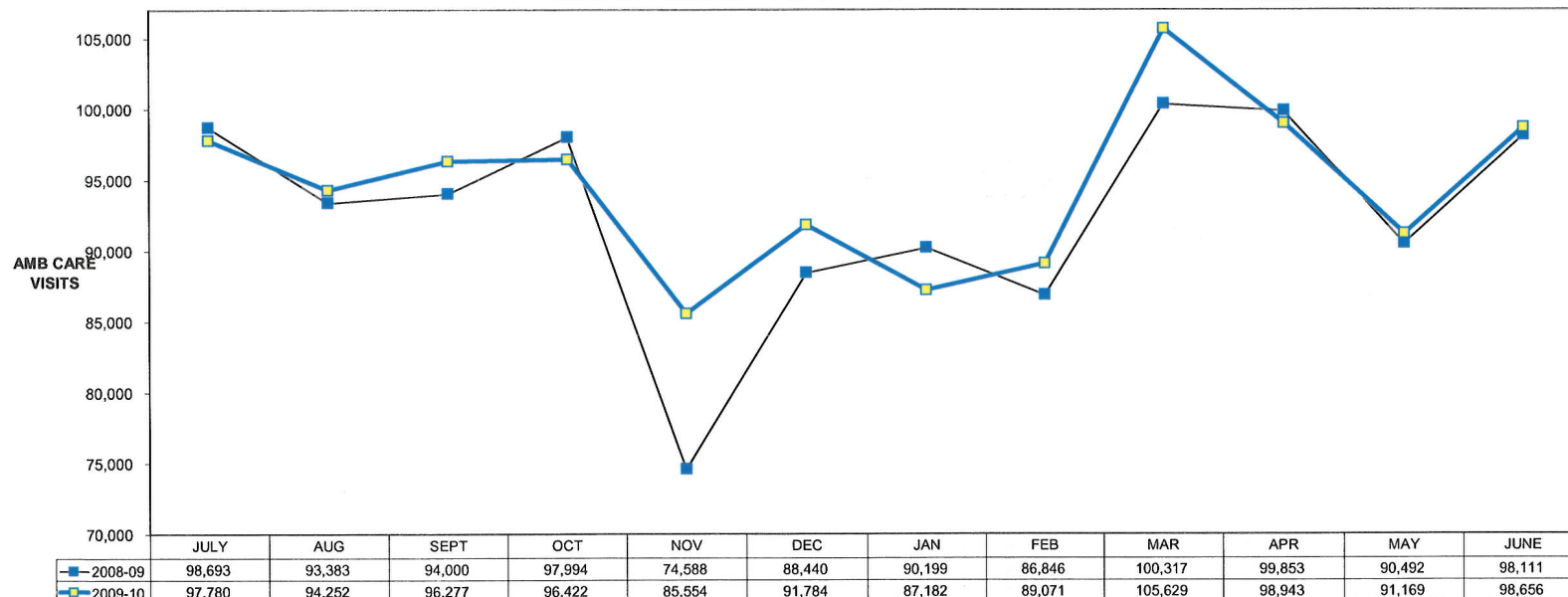
(1) Per facility's June Final 2009 workload report. Note: LAC+USC Medical Center actual reflects a revised FY 08-09 final/verified workload report.

(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Recent goals to standardize workload reporting across the County Facilities have caused fluctuations in the year-over-year total Ambulatory Care visits. Some facilities experienced an increase, while others a decrease, on their Ambulatory Care visits due to the new reporting standard requirements. Based on the new reporting requirement changes from FY 08-09, OV-UCLA reported a decrease of 23,497 in actual Rehabilitation service visits while H/UCLA and RLA reported an increase of 18,998 and 2,956 actual visits, respectively. Note: The standardization process is currently a work in progress and is pending full implementation across the DHS facilities.

(4) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports will be used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**John F. Schunhoff, Ph.D.**  
Interim Director

**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)


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through leadership,  
service and education.*



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September 9, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
JULY 31, 2010.**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending July 31, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year- Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The July MTD actual census of 1,319 is 142 less than the July 2010 census budget of 1,461, and equals to the actual ADC for July 2009 of 1,319. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp  
503:072  
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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING JULY 31, 2010**

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) JUL/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	594	583	583
H-UCLA MEDICAL CENTER	373	373	373	350	369	357
RLA NATIONAL REHAB. CENTER	219	219	219	177	189	183
OV-UCLA MEDICAL CENTER	198	198	198	198	199	191
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,461</b>	<b>1,319</b>	<b>1,340</b>	<b>1,314</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June 2010 workload report.

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												YTD Actual Average
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
571	590	587	580	566	556	579	591	585	588	594	590	583
376	368	362	362	339	351	343	359	359	365	340	362	357
178	184	176	175	184	185	199	187	170	183	186	184	183
194	195	207	194	181	174	190	201	192	180	189	195	191
1,319	1,337	1,332	1,311	1,270	1,266	1,311	1,338	1,306	1,316	1,309	1,331	1,314

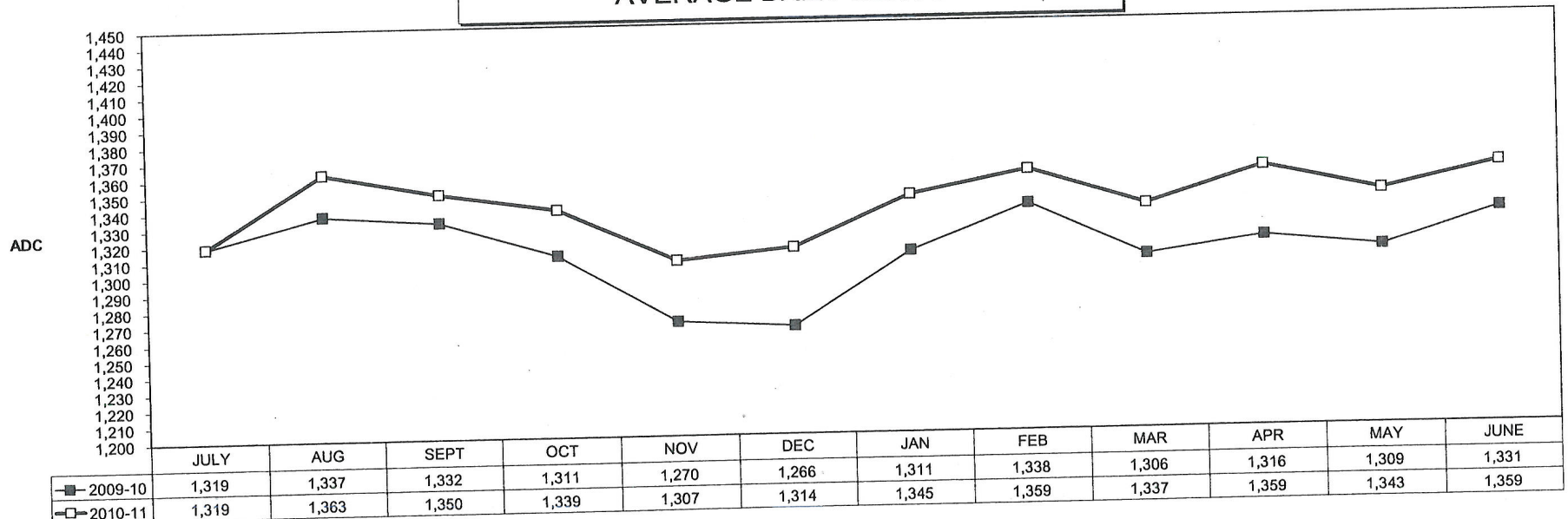
(1) Per facility's June 2010 workload report.

**FISCAL YEAR 2010-11**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL	ESTIMATED												YTD (Thru Jul.) Average
	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
	594	590	587	580	566	556	579	590	584	588	594	590	583
	350	384	378	378	354	367	358	375	375	382	355	378	369
	177	189	179	181	189	193	208	193	182	191	194	192	189
	198	200	206	200	198	198	200	201	196	198	200	199	199
	1,319	1,363	1,350	1,339	1,307	1,314	1,345	1,359	1,337	1,359	1,343	1,359	1,340

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES

### DEPARTMENT OF HEALTH SERVICES

#### FOR THE MONTH ENDING JULY 31, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) JUL/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	151,638	13,101	13,101	13,101	151,638	151,638
H-UCLA MEDICAL CENTER	86,909	7,530	7,530	6,682	86,061	86,909
RLA NATIONAL REHAB. CENTER	← NA →					
OV-UCLA MEDICAL CENTER	50,625	4,274	4,274	4,313	53,216	50,625
<b>TOTAL</b>	<b>289,172</b>	<b>24,905</b>	<b>24,905</b>	<b>24,096</b>	<b>290,915</b>	<b>289,172</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June 2010 workload report.



**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
13,101	12,622	12,978	13,406	12,521	11,982	12,792	11,908	13,209	12,594	12,766	11,759	151,638
7,530	7,039	7,505	8,191	7,500	6,993	7,499	6,913	7,207	6,626	7,140	6,766	86,909
					N/A							0
4,274	4,197	4,305	4,545	4,036	3,905	4,322	3,918	4,405	4,240	4,352	4,126	50,625
24,905	23,858	24,788	26,142	24,057	22,880	24,613	22,739	24,821	23,460	24,258	22,651	289,172

**FISCAL YEAR 2010-11**

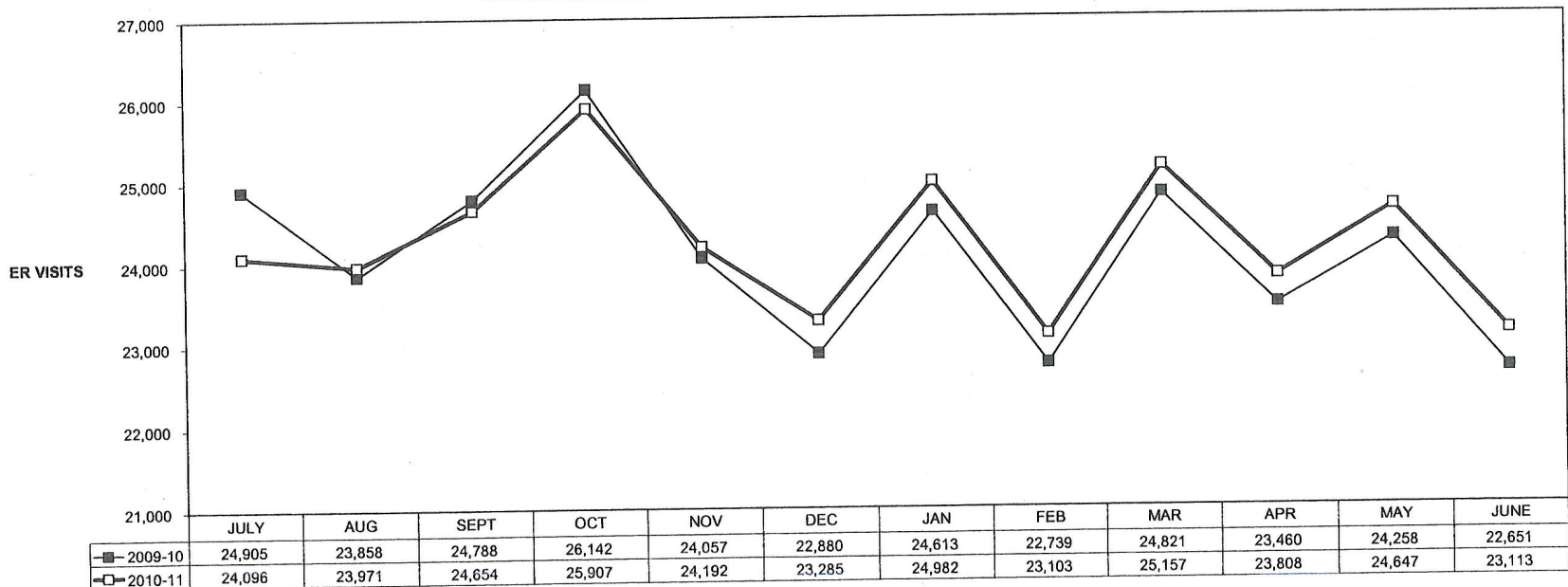
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL	ESTIMATED											
JUL. <sup>(2)</sup>	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	YTD (Thru Jul.)
13,101	12,622	12,978	13,406	12,521	11,982	12,792	11,908	13,209	12,594	12,766	11,759	13,101
6,682	7,039	7,505	8,191	7,500	6,993	7,499	6,913	7,207	6,626	7,140	6,766	6,682
					N/A							0
4,313	4,310	4,171	4,310	4,171	4,310	4,691	4,282	4,741	4,588	4,741	4,588	4,313
24,096	23,971	24,654	25,907	24,192	23,285	24,982	23,103	25,157	23,808	24,647	23,113	24,096

(1) Per facility's June 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided July's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

**MONTHLY HOSPITAL-BASED OUTPATIENT  
EMERGENCY DEPARTMENT  
VISITS REPORT**



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING JULY 31, 2010

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 10-11 BUDGET	FY 10-11 YTD BUDGET	JUL/10 BUDGET	MTD ACTUAL	FY 10-11 (FYE)	FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	516,220	44,050	44,050	44,050	516,220	516,220
H-UCLA MEDICAL CENTER	336,493	29,270	29,270	28,415	331,854	336,493
RLA NATIONAL REHAB. CENTER	74,945	6,473	6,473	4,701	75,241	77,018
OV-UCLA MEDICAL CENTER	205,061	17,987	17,987	16,892	208,732	205,061
<b>TOTAL</b>	<b>1,132,719</b>	<b>97,780</b>	<b>97,780</b>	<b>94,058</b>	<b>1,132,047</b>	<b>1,134,792</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June 2010 workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV. <sup>(2)</sup>	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
44,050	42,688	43,783	43,885	38,640	41,461	39,627	40,715	48,143	45,537	42,896	44,795	516,220
29,270	27,801	28,249	28,684	25,458	27,554	25,339	26,760	31,355	29,002	26,317	30,704	336,493
6,473	6,545	6,679	6,327	5,657	6,189	6,317	5,741	7,456	6,443	5,572	5,546	74,945
17,987	17,218	17,566	17,526	15,799	16,580	15,899	15,855	18,675	17,961	16,384	17,611	205,061
97,780	94,252	96,277	96,422	85,554	91,784	87,182	89,071	105,629	98,943	91,169	98,656	1,132,719

ACTUAL

ESTIMATED

### FISCAL YEAR 2010-11

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

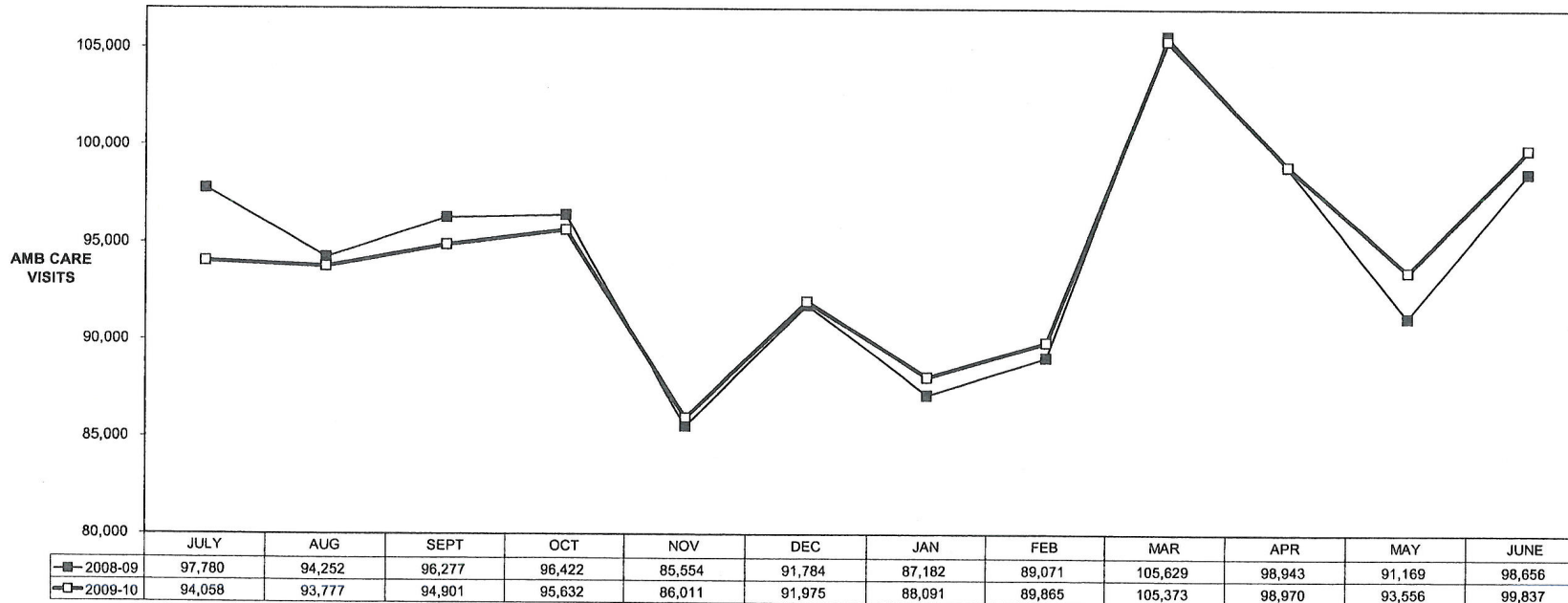
JUL. <sup>(3)</sup>	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	YTD (Thru Jul.)
44,050	42,688	43,783	43,885	38,640	41,461	39,627	40,715	48,143	45,537	42,896	44,795	44,050
28,415	27,481	27,927	28,334	25,174	27,232	25,037	26,444	30,955	28,595	25,971	30,289	28,415
4,701	6,548	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	4,701
16,892	17,060	16,509	17,060	16,509	17,060	17,060	16,909	18,720	18,116	18,720	18,116	16,892
94,058	93,777	94,901	95,632	86,011	91,975	88,091	89,865	105,373	98,970	93,556	99,837	94,058

(1) Per facility's June 2009 workload report.

(2) The decline in Ambulatory Care visits in November 2008 was mainly due to the move to the new LAC+USC's Replacement Facility.

(3) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided January's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C





October 12, 2010

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
AUGUST 31, 2010.**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending August 31, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year- Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The August MTD actual census of 1,345 is 115 less than the August 2010 census budget of 1,460, and 6 more than the actual ADC for August 2009 of 1,339. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

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503:072

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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING AUGUST 31, 2010**

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) AUG/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	603	580	582
H-UCLA MEDICAL CENTER	373	373	372	360	358	357
RLA NATIONAL REHAB. CENTER	219	219	219	190	189	183
OV-UCLA MEDICAL CENTER	198	198	198	192	199	191
<b>TOTAL</b>	<b>1,461</b>	<b>1,461</b>	<b>1,460</b>	<b>1,345</b>	<b>1,326</b>	<b>1,313</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-A

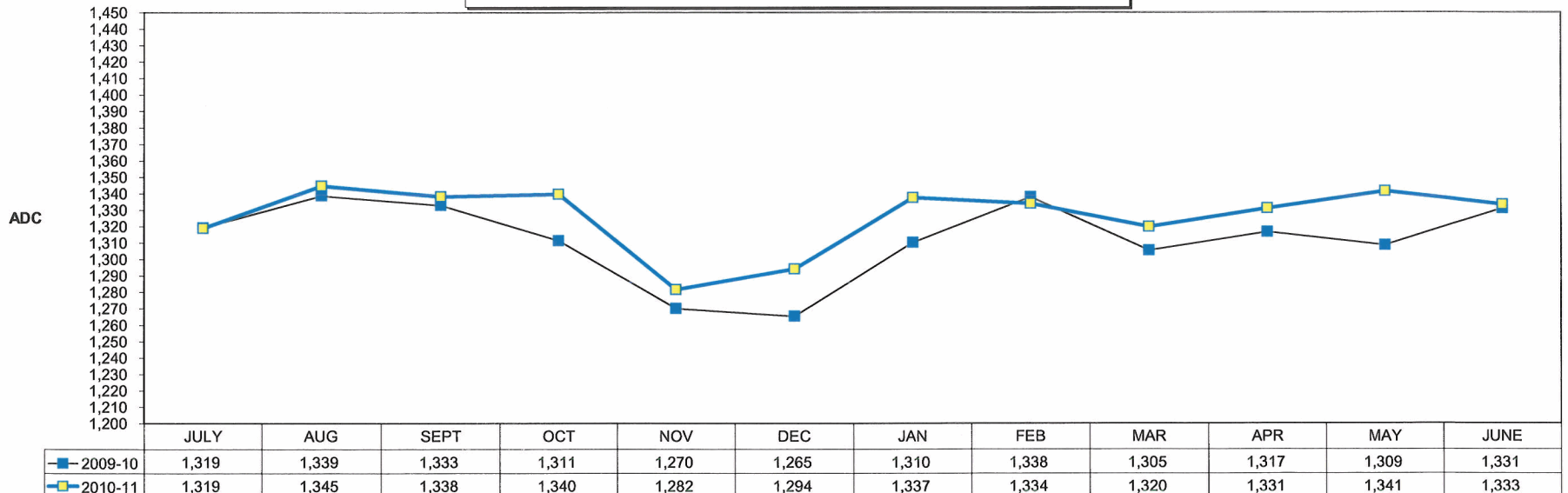
**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2009-10 AND 2010-11**

	ACTUAL												YTD Actual Average
<u>FISCAL YEAR 2009-10</u> <sup>(1)</sup>	<u>JUL.</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	571	591	587	580	566	556	579	591	584	588	593	590	582
H-UCLA Medical Center	376	368	362	362	339	351	343	359	359	365	340	362	357
RLA National Rehabilitation Center	178	184	176	175	184	185	199	187	170	183	186	184	183
OV-UCLA Medical Center	194	195	207	194	181	174	190	201	192	180	189	195	191
TOTAL	1,319	1,339	1,333	1,311	1,270	1,265	1,310	1,338	1,305	1,317	1,309	1,331	1,313

(1) Per facility's June Final/Verified 2010 workload report.

	ACTUAL	ESTIMATED											YTD (Thru Aug.) Average
<u>FISCAL YEAR 2010-11</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	<u>JAN.</u>	<u>FEB.</u>	<u>MAR.</u>	<u>APR.</u>	<u>MAY</u>	<u>JUNE</u>	
LAC+USC Medical Center	594	603	593	599	535	543	569	580	582	582	587	582	580
H-UCLA Medical Center	350	360	360	360	360	360	360	360	360	360	360	360	358
RLA National Rehabilitation Center	177	190	179	181	189	193	208	193	182	191	194	192	189
OV-UCLA Medical Center	198	192	206	200	198	198	200	201	196	198	200	199	199
TOTAL	1,319	1,345	1,338	1,340	1,282	1,294	1,337	1,334	1,320	1,331	1,341	1,333	1,326

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING AUGUST 31, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) AUG/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	151,638	25,723	12,622	12,622	150,292	153,148
H-UCLA MEDICAL CENTER	86,909	14,569	7,039	6,789	81,366	86,937
RLA NATIONAL REHAB. CENTER	← NA →					
OV-UCLA MEDICAL CENTER	50,625	8,476	4,199	4,103	53,087	51,088
<b>TOTAL</b>	<b>289,172</b>	<b>48,768</b>	<b>23,860</b>	<b>23,514</b>	<b>284,745</b>	<b>291,173</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-B

**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
13,100	12,622	12,978	13,406	12,522	11,997	12,792	11,908	13,238	12,815	13,253	12,517	153,148
7,530	7,039	7,493	8,186	7,497	6,987	7,493	6,932	7,220	6,649	7,139	6,772	86,937
					N/A							0
4,277	4,199	4,307	4,549	4,047	3,918	4,331	3,957	4,489	4,338	4,392	4,284	51,088
24,907	23,860	24,778	26,141	24,066	22,902	24,616	22,797	24,947	23,802	24,784	23,573	291,173

**FISCAL YEAR 2010-11**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL	ESTIMATED												YTD (Thru Aug.)
JUL.	AUG. <sup>(2)</sup>	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.		
11,755	12,622	12,978	13,406	12,521	11,982	12,792	11,908	13,209	12,594	12,766	11,759		24,377
6,687	6,789	6,789	6,789	6,789	6,789	6,789	6,789	6,789	6,789	6,789	6,789		13,476
					N/A							0	
4,391	4,103	4,171	4,310	4,171	4,310	4,691	4,282	4,741	4,588	4,741	4,588		8,494
22,833	23,514	23,938	24,505	23,481	23,081	24,272	22,979	24,739	23,971	24,296	23,136		46,347

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided August's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

**MONTHLY HOSPITAL-BASED OUTPATIENT  
EMERGENCY DEPARTMENT  
VISITS REPORT**



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING AUGUST 31, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) AUG/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	516,220	86,738	42,688	44,289	516,326	518,654
H-UCLA MEDICAL CENTER	336,493	57,071	27,801	28,995	347,427	336,567
RLA NATIONAL REHAB. CENTER	74,945	13,018	6,545	5,508	75,237	77,018
OV-UCLA MEDICAL CENTER	205,061	36,816	17,937	18,551	238,890	215,187
<b>TOTAL</b>	<b>1,132,719</b>	<b>193,643</b>	<b>94,971</b>	<b>97,343</b>	<b>1,177,880</b>	<b>1,147,426</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-C

**HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
44,065	42,711	43,827	43,958	38,691	41,471	39,663	40,801	48,321	45,775	43,601	45,770	518,654
29,270	27,801	28,249	28,684	25,457	27,553	25,338	26,760	31,351	29,001	26,332	30,771	336,567
6,478	6,548	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	77,018
18,879	17,937	18,408	18,295	16,509	17,527	16,593	16,717	19,658	18,868	17,096	18,700	215,187
98,692	94,997	97,166	97,290	86,345	92,773	87,961	90,075	106,885	100,366	92,998	101,878	1,147,426

**ACTUAL**

**ESTIMATED**

**FISCAL YEAR 2010-11**

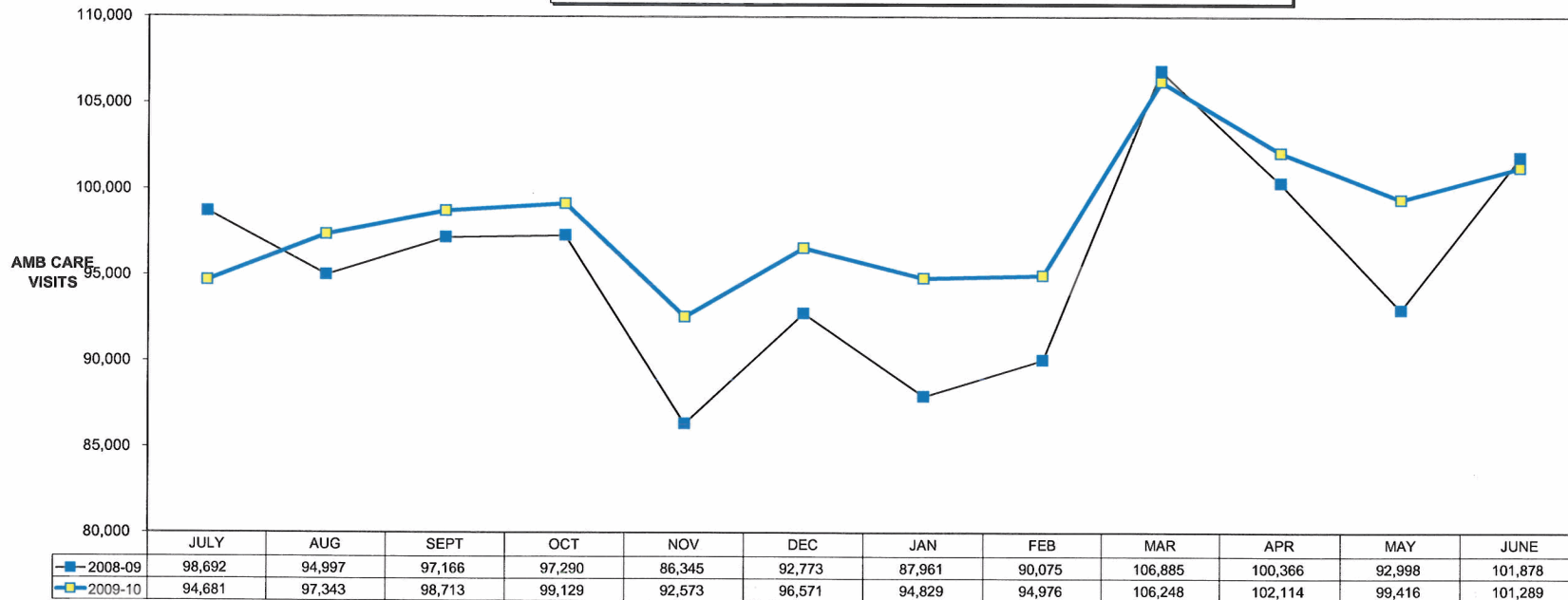
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

JUL.	AUG. <sup>(2)</sup>	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	YTD (Thru Aug.)
42,616	44,289	43,783	43,885	38,637	41,458	39,572	40,714	48,142	45,537	42,896	44,797	86,905
28,482	28,995	28,995	28,995	28,995	28,995	28,995	28,995	28,995	28,995	28,995	28,995	57,477
5,737	5,508	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	11,245
17,846	18,551	19,253	19,896	19,253	19,896	19,895	19,470	21,556	20,860	21,556	20,860	36,397
94,681	97,343	98,713	99,129	92,573	96,571	94,829	94,976	106,248	102,114	99,416	101,289	192,024

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided August's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

**MONTHLY HOSPITAL-BASED OUTPATIENT  
AMBULATORY CARE  
VISITS REPORT**



ATTACHMENT II-C





**Health Services**  
LOS ANGELES COUNTY

November 10, 2010

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District


**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**TO:** Each Supervisor

**FROM:** John F. Schunhoff, Ph.D.   
Interim Director

**SUBJECT: AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
SEPTEMBER 30, 2010**

**John F. Schunhoff, Ph.D.**  
Interim Director

**Gail V. Anderson, Jr., M.D.**  
Interim Chief Medical Officer

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending September 30, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year- Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The September MTD actual census of 1,363 is 110 less than the September 2010 census budget of 1,473, and 30 more than the actual ADC for September 2009 of 1,333. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

JFS:cp

503:072

M:\Wrk\10-11\Monthly\03-Sept10\Memo-Sept10.doc

#### Attachments

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101

Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

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through leadership,  
service and education.*



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**AVERAGE DAILY CENSUS  
COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
MONTHLY OCCUPANCY REPORT  
FOR THE MONTH ENDING SEPTEMBER 30, 2010**

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) SEP/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	597	583	582
H-UCLA MEDICAL CENTER	373	374	377	374	369	357
RLA NATIONAL REHAB. CENTER	219	219	219	189	190	183
OV-UCLA MEDICAL CENTER	206	206	206	203	200	191
<b>TOTAL</b>	<b>1,469</b>	<b>1,470</b>	<b>1,473</b>	<b>1,363</b>	<b>1,342</b>	<b>1,313</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-A

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL												YTD Actual Average
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
571	591	587	580	566	556	579	591	584	588	593	590	582
376	368	362	362	339	351	343	359	359	365	340	362	357
178	184	176	175	184	185	199	187	170	183	186	184	183
194	195	207	194	181	174	190	201	192	180	189	195	191
1,319	1,339	1,333	1,311	1,270	1,265	1,310	1,338	1,305	1,317	1,309	1,331	1,313

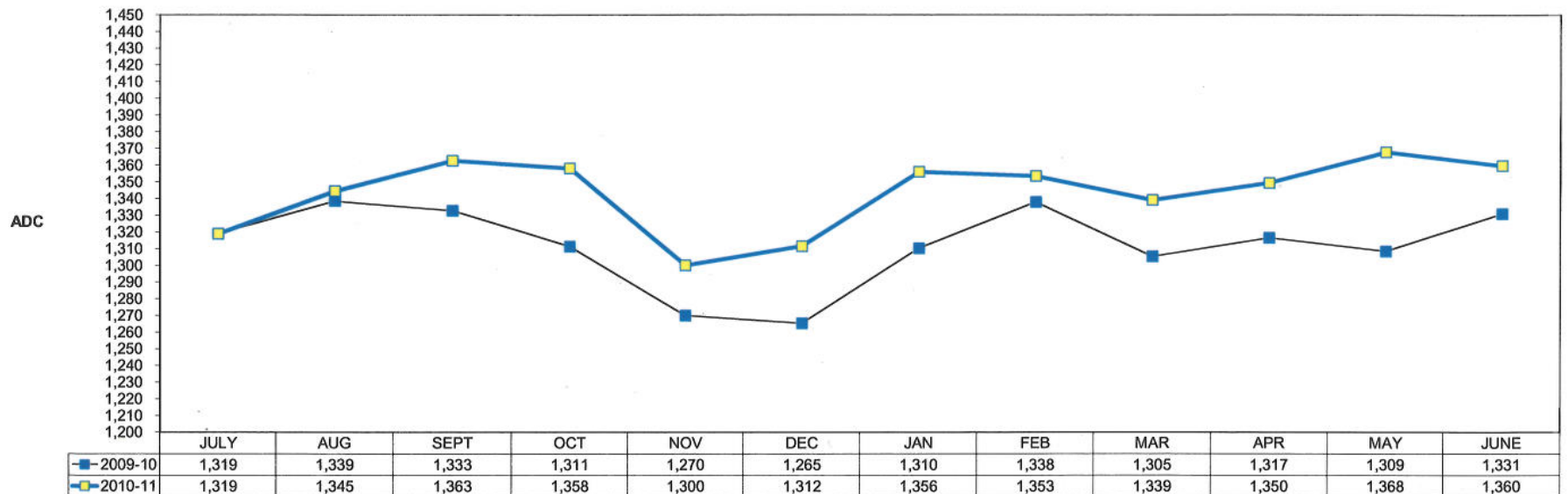
(1) Per facility's June Final/Verified 2010 workload report.

**FISCAL YEAR 2010-11**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
**TOTAL**

ACTUAL				ESTIMATED								YTD (Thru Sep.) Average
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
594	603	597	603	539	547	574	585	587	587	592	587	583
350	360	374	374	374	374	374	374	374	374	374	374	369
177	190	189	181	189	193	208	193	182	191	194	192	190
198	192	203	200	198	198	200	201	196	198	208	207	200
1,319	1,345	1,363	1,358	1,300	1,312	1,356	1,353	1,339	1,350	1,368	1,360	1,342

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING SEPTEMBER 30, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) SEP/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	151,638	38,701	12,978	12,978	150,322	153,148
H-UCLA MEDICAL CENTER	86,909	22,074	7,505	6,627	79,903	86,937
RLA NATIONAL REHAB. CENTER	← NA →					
OV-UCLA MEDICAL CENTER	50,625	12,783	4,307	4,249	53,638	51,088
<b>TOTAL</b>	<b>289,172</b>	<b>73,558</b>	<b>24,790</b>	<b>23,854</b>	<b>283,863</b>	<b>291,173</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
13,100	12,622	12,978	13,406	12,522	11,997	12,792	11,908	13,238	12,815	13,253	12,517	153,148
7,530	7,039	7,493	8,186	7,497	6,987	7,493	6,932	7,220	6,649	7,139	6,772	86,937
4,277	4,199	4,307	4,549	4,047	N/A	3,918	3,957	4,489	4,338	4,392	4,284	0
24,907	23,860	24,778	26,141	24,066	22,902	24,616	22,797	24,947	23,802	24,784	23,573	291,173

### FISCAL YEAR 2010-11

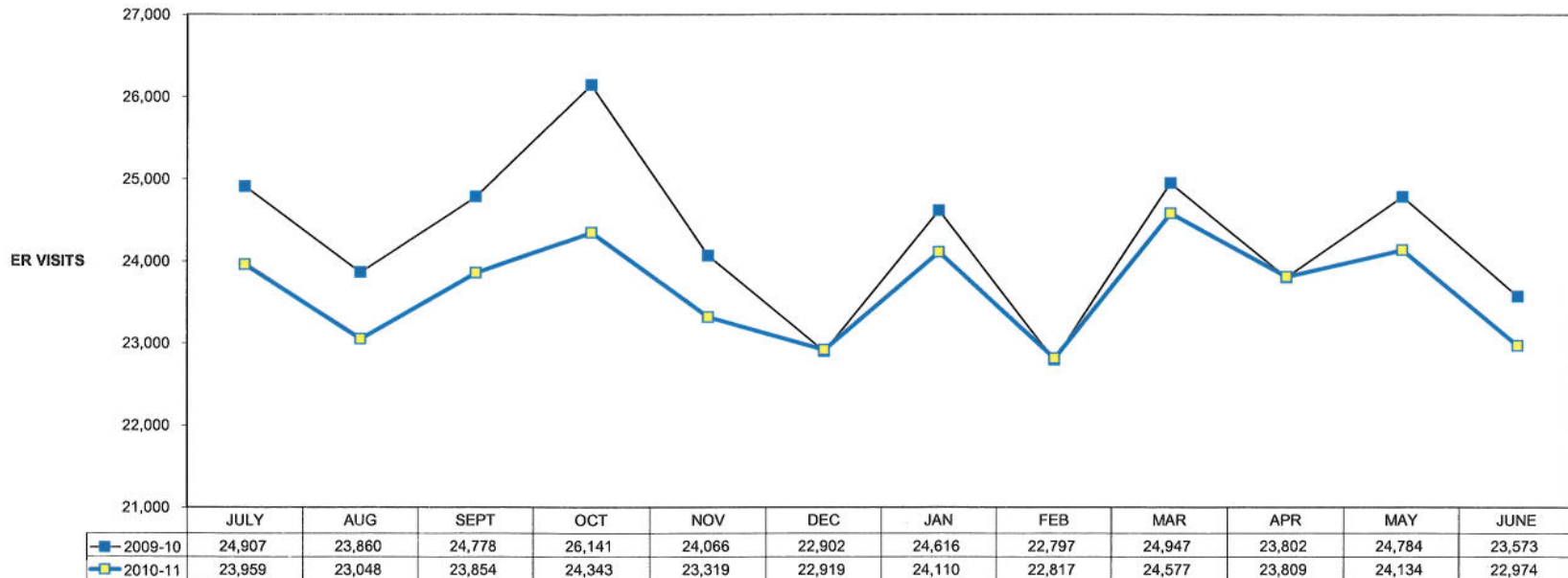
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												ESTIMATED
JUL.	AUG.	SEPT. <sup>(2)</sup>	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	YTD (Thru Sep.)
12,779	11,628	12,978	13,406	12,521	11,982	12,792	11,908	13,209	12,594	12,766	11,759	37,385
6,786	6,847	6,627	6,627	6,627	6,627	6,627	6,627	6,627	6,627	6,627	6,627	20,260
4,394	4,573	4,249	4,310	4,171	4,310	4,691	4,282	4,741	4,588	4,741	4,588	0
23,959	23,048	23,854	24,343	23,319	22,919	24,110	22,817	24,577	23,809	24,134	22,974	13,216
												70,861

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided September's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING SEPTEMBER 30, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) SEP/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	516,220	130,521	43,783	43,575	517,934	518,654
H-UCLA MEDICAL CENTER	336,493	85,320	28,249	28,073	338,344	336,567
RLA NATIONAL REHAB. CENTER	74,945	19,697	6,679	5,248	74,922	77,018
OV-UCLA MEDICAL CENTER	205,061	55,224	18,408	17,547	237,707	215,187
<b>TOTAL</b>	<b>1,132,719</b>	<b>290,762</b>	<b>97,119</b>	<b>94,443</b>	<b>1,168,907</b>	<b>1,147,426</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Adopted Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-C



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
44,065	42,711	43,827	43,958	38,691	41,471	39,663	40,801	48,321	45,775	43,601	45,770	518,654
29,270	27,801	28,249	28,684	25,457	27,553	25,338	26,760	31,351	29,001	26,332	30,771	336,567
6,478	6,548	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	77,018
18,879	17,937	18,408	18,295	16,509	17,527	16,593	16,717	19,658	18,868	17,096	18,700	215,187
98,692	94,997	97,166	97,290	86,345	92,773	87,961	90,075	106,885	100,366	92,998	101,878	1,147,426

### FISCAL YEAR 2010-11

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL		ESTIMATED										YTD (Thru Sep.)
JUL.	AUG.	SEPT. <sup>(2)</sup>	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	(Thru Sep.)
43,520	45,286	43,575	43,800	38,637	41,458	39,572	40,714	48,142	45,537	42,896	44,797	132,381
28,500	29,114	28,073	28,073	28,073	28,073	28,073	28,073	28,073	28,073	28,073	28,073	85,687
5,869	6,496	5,248	6,353	5,688	6,221	6,367	5,797	7,555	6,722	5,969	6,637	17,613
17,842	19,077	17,547	19,895	19,253	19,895	19,895	19,470	21,556	20,860	21,556	20,860	54,466
95,731	99,973	94,443	98,121	91,651	95,647	93,907	94,054	105,326	101,192	98,494	100,367	290,147

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided September's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



Los Angeles County  
Board of Supervisors

Gloria Molina  
First District

Mark Ridley-Thomas  
Second District

Zev Yaroslavsky  
Third District

Don Knabe  
Fourth District

Michael D. Antonovich  
Fifth District

John F. Schunhoff, Ph.D.  
Interim Director

Gail V. Anderson, Jr., M.D.  
Interim Chief Medical Officer

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

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December 20, 2010

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) MONTHLY REPORT –  
OCTOBER 31, 2010**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the month ending October 31, 2010.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year- Estimated (FYE) data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The October MTD actual census of 1,343 is 126 less than the October 2010 census budget of 1,469, and 32 more than the actual ADC for October 2009 of 1,311. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

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503:072  
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Attachments

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE MONTH ENDING OCTOBER 31, 2010**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 10-11 BUDGET	FY 10-11 YTD BUDGET	OCT/10 BUDGET	MTD ACTUAL	FY 10-11 (FYE)	FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	594	594	582
H-UCLA MEDICAL CENTER	373	374	373	358	357	357
RLA NATIONAL REHAB. CENTER	219	219	219	196	192	183
OV-UCLA MEDICAL CENTER	206	206	206	195	199	191
<b>TOTAL</b>	<b>1,469</b>	<b>1,470</b>	<b>1,469</b>	<b>1,343</b>	<b>1,342</b>	<b>1,313</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-A



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												YTD Actual Average
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
571	591	587	580	566	556	579	591	584	588	593	590	582
376	368	362	362	339	351	343	359	359	365	340	362	357
178	184	176	175	184	185	199	187	170	183	186	184	183
194	195	207	194	181	174	190	201	192	180	189	195	191
1,319	1,339	1,333	1,311	1,270	1,265	1,310	1,338	1,305	1,317	1,309	1,331	1,313

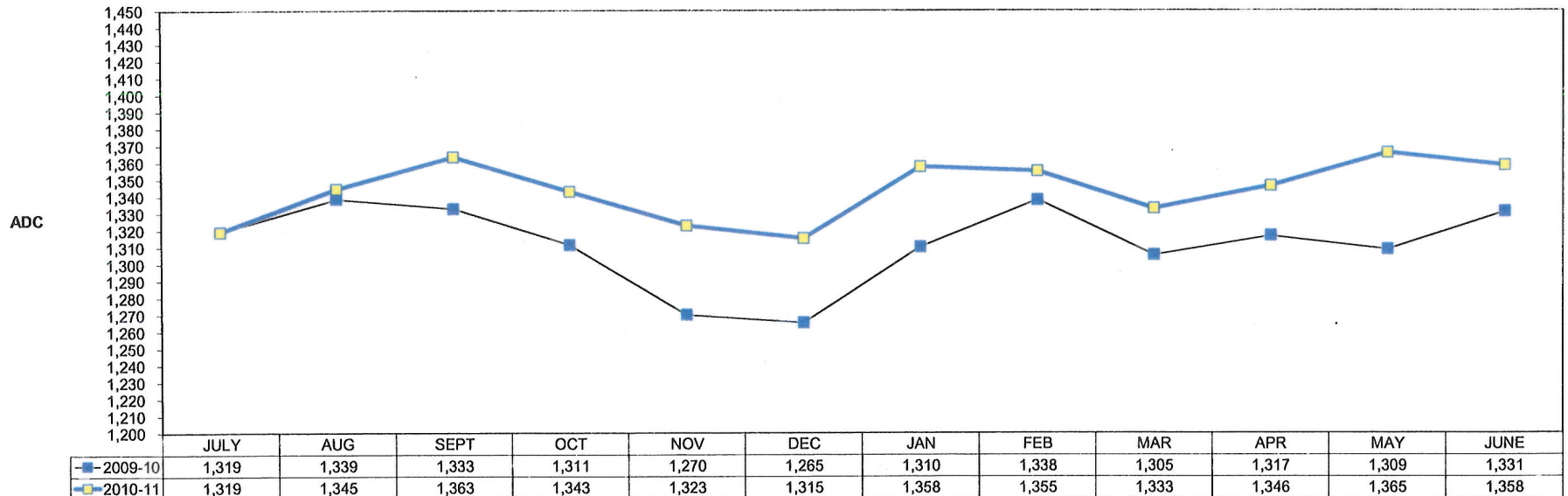
(1) Per facility's June Final/Verified 2010 workload report.

**FISCAL YEAR 2010-11**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL						ESTIMATED						YTD (Thru Oct.) Average
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
594	603	597	594	578	566	592	603	597	599	605	601	594
350	360	374	358	358	358	358	358	358	358	358	358	357
177	190	189	196	189	193	208	193	182	191	194	192	192
198	192	203	195	198	198	200	201	196	198	208	207	199
1,319	1,345	1,363	1,343	1,323	1,315	1,358	1,355	1,333	1,346	1,365	1,358	1,342

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

COUNTY OF LOS ANGELES

DEPARTMENT OF HEALTH SERVICES

FOR THE MONTH ENDING OCTOBER 31, 2010

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 10-11 BUDGET	FY 10-11 YTD BUDGET	OCT/10 BUDGET	MTD ACTUAL	FY 10-11 (FYE)	FY 09-10 ACTUAL
LAC-USC MEDICAL CENTER	151,638	52,107	13,406	13,406	151,113	153,148
H-UCLA MEDICAL CENTER	86,909	30,265	8,191	7,011	83,359	86,937
RLA NATIONAL REHAB. CENTER			NA			
OV-UCLA MEDICAL CENTER	50,625	17,332	4,549	4,534	53,962	51,088
TOTAL	289,172	99,704	26,146	24,951	288,434	291,173

## NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-B



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL													Actual
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.		
13,100	12,622	12,978	13,406	12,522	11,997	12,792	11,908	13,238	12,815	13,253	12,517		153,148
7,530	7,039	7,493	8,186	7,497	6,987	7,493	6,932	7,220	6,649	7,139	6,772		86,937
					N/A								0
4,277	4,199	4,307	4,549	4,047	3,918	4,331	3,957	4,489	4,338	4,392	4,284		51,088
24,907	23,860	24,778	26,141	24,066	22,902	24,616	22,797	24,947	23,802	24,784	23,573		291,173

### FISCAL YEAR 2010-11

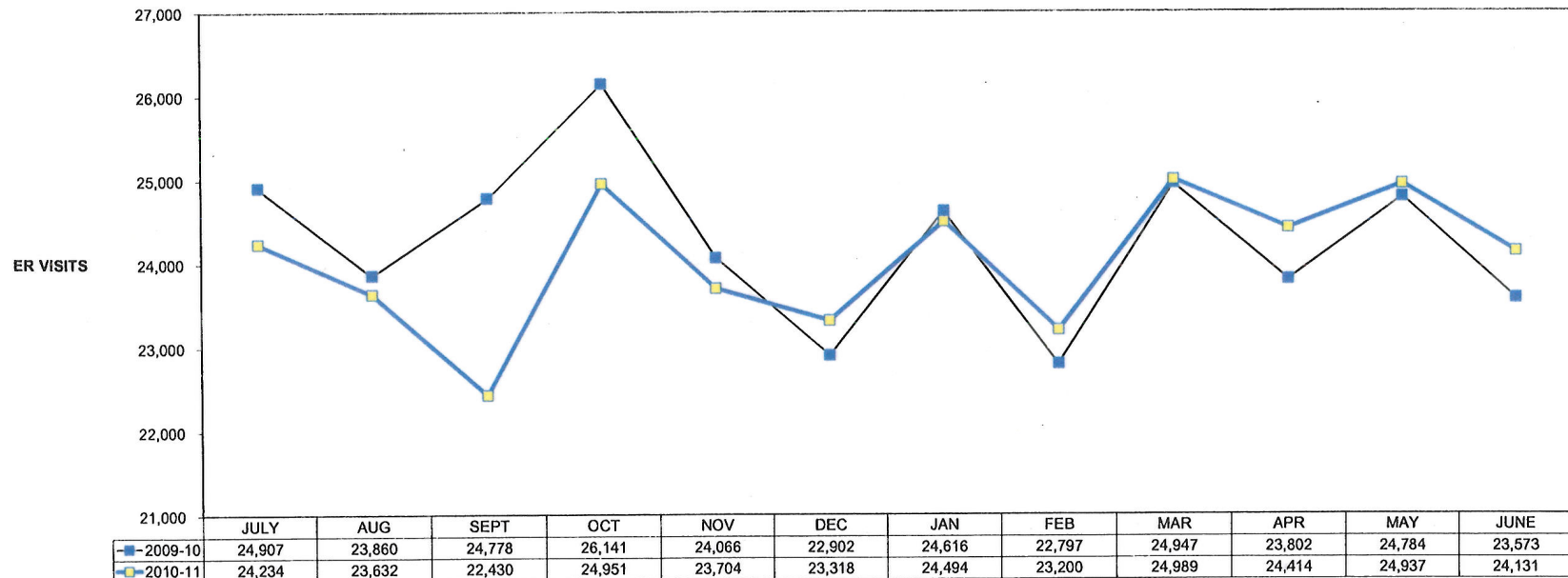
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												ESTIMATED	YTD (Thru Oct.)
JUL.	AUG.	SEPT.	OCT. <sup>(2)</sup>	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.		
13,053	12,203	11,464	13,406	12,522	11,997	12,792	11,907	13,237	12,815	13,185	12,532		50,126
6,787	6,847	6,626	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011	7,011		27,271
					N/A								0
4,394	4,582	4,340	4,534	4,171	4,310	4,691	4,282	4,741	4,588	4,741	4,588		17,850
24,234	23,632	22,430	24,951	23,704	23,318	24,494	23,200	24,989	24,414	24,937	24,131		95,247

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided October's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE MONTH ENDING OCTOBER 31, 2010

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) OCT/10 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 (FYE)	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	516,220	174,406	43,885	43,465	521,008	518,654
H-UCLA MEDICAL CENTER	336,493	114,004	28,684	27,859	336,483	336,567
RLA NATIONAL REHAB. CENTER	74,945	26,024	6,327	5,826	74,941	77,018
OV-UCLA MEDICAL CENTER	205,061	73,519	18,295	16,561	234,814	215,187
<b>TOTAL</b>	<b>1,132,719</b>	<b>387,953</b>	<b>97,191</b>	<b>93,711</b>	<b>1,167,246</b>	<b>1,147,426</b>

### NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
44,065	42,711	43,827	43,958	38,691	41,471	39,663	40,801	48,321	45,775	43,601	45,770	518,654
29,270	27,801	28,249	28,684	25,457	27,553	25,338	26,760	31,351	29,001	26,332	30,771	336,567
6,478	6,548	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	77,018
18,879	17,937	18,408	18,295	16,509	17,527	16,593	16,717	19,658	18,868	17,096	18,700	215,187
98,692	94,997	97,166	97,290	86,345	92,773	87,961	90,075	106,885	100,366	92,998	101,878	1,147,426

### FISCAL YEAR 2010-11

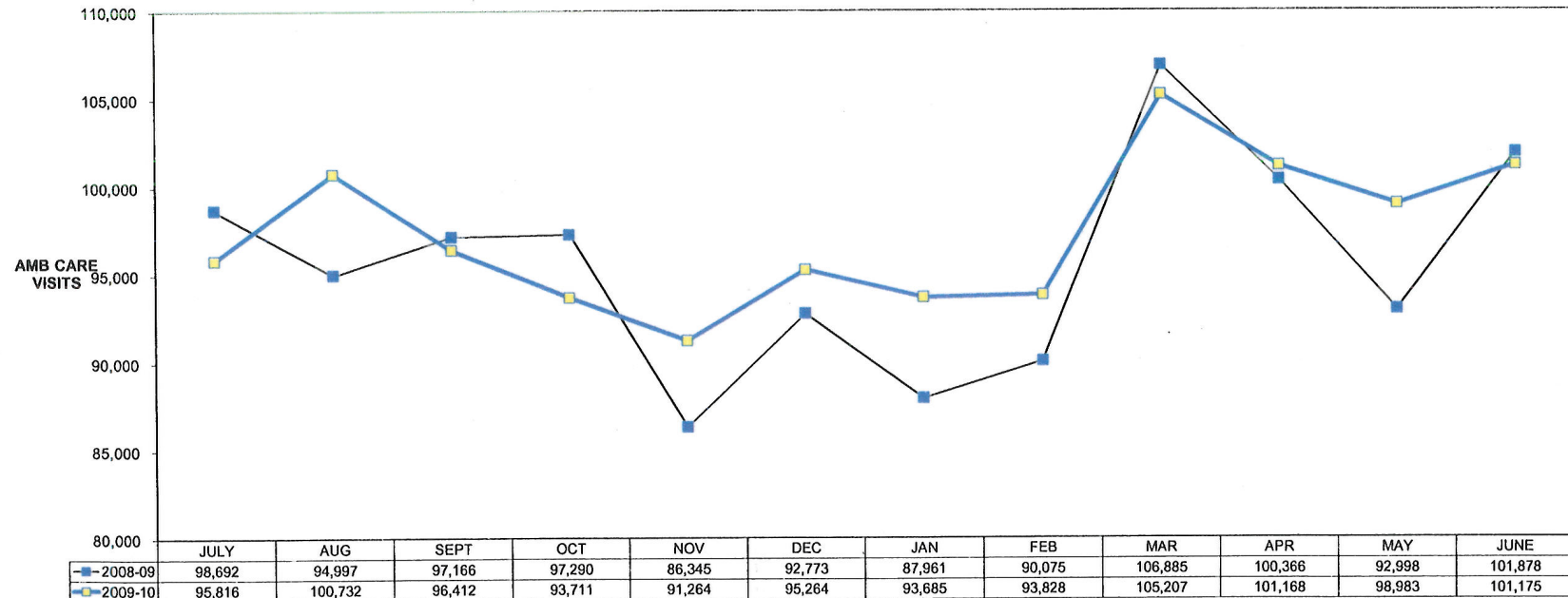
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												ESTIMATED
JUL.	AUG.	SEPT.	OCT. <sup>(2)</sup>	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	YTD (Thru Oct.)
43,564	45,827	43,946	43,465	38,598	41,408	39,678	40,817	48,352	45,809	43,671	45,873	176,802
28,502	29,122	28,128	27,859	27,859	27,859	27,859	27,859	27,859	27,859	27,859	27,859	113,611
5,903	6,626	6,435	5,826	5,554	6,102	6,253	5,682	7,440	6,640	5,897	6,583	24,790
17,847	19,157	17,903	16,561	19,253	19,895	19,895	19,470	21,556	20,860	21,556	20,860	71,468
95,816	100,732	96,412	93,711	91,264	95,264	93,685	93,828	105,207	101,168	98,983	101,175	386,671

(1) Per facility's June Final/Verified 2010 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among Facilities, only the PVC Affinity reports have been used starting in FY 2009-10. This new reporting requirement may result in the low initial visits count for the current reporting month, due to the "time lag" or backlog of having patients recorded and showing up in the Affinity System. The true visits count should settle to an accurate level with additional future report updates. Note: LAC+USC provided October's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C



**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**Mitchell H. Katz, M.D.**  
Director

**Hal F. Yee, Jr., M.D., Ph.D.**  
Chief Medical Officer

**John F. Schunhoff, Ph.D.**  
Chief Deputy Director

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

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residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

October 13, 2011

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.  
Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) QUARTERLY REPORT –  
FOURTH QUARTER ENDING JUNE 30, 2011 FINAL**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the Fourth Quarter ending June 30, 2011 Final.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD) and Full-Year Actual data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual/estimate table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The June actual census of 1,287 is 182 less than the June 2011 census budget of 1,469, and 44 less than the actual ADC for June 2010 of 1,331. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

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503:072

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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2011 FINAL**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 10-11 BUDGET	FY 10-11 YTD BUDGET	JUN/11 BUDGET	MTD ACTUAL	FY 10-11 ACTUAL	FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	671	671	671	572	587	582
H-UCLA MEDICAL CENTER	373	373	373	356	359	357
RLA NATIONAL REHAB. CENTER	219	219	219	161	183	183
OV-UCLA MEDICAL CENTER	206	206	206	198	192	191
<b>TOTAL</b>	<b>1,469</b>	<b>1,469</b>	<b>1,469</b>	<b>1,287</b>	<b>1,321</b>	<b>1,313</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) FY 2010-11 actual is based on facility's June 2011 Final/Verified workload report.
- (6) Actual average daily census averaged for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-A



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2009-10 AND 2010-11**

**FISCAL YEAR 2009-10 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												YTD Actual Average
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
571	591	587	580	566	556	579	591	584	588	593	590	582
376	368	362	362	339	351	343	359	359	365	340	362	357
178	184	176	175	184	185	199	187	170	183	186	184	183
194	195	207	194	181	174	190	201	192	180	189	195	191
1,319	1,339	1,333	1,311	1,270	1,265	1,310	1,338	1,305	1,317	1,309	1,331	1,313

(1) Per facility's June Final/Verified 2010 workload report.

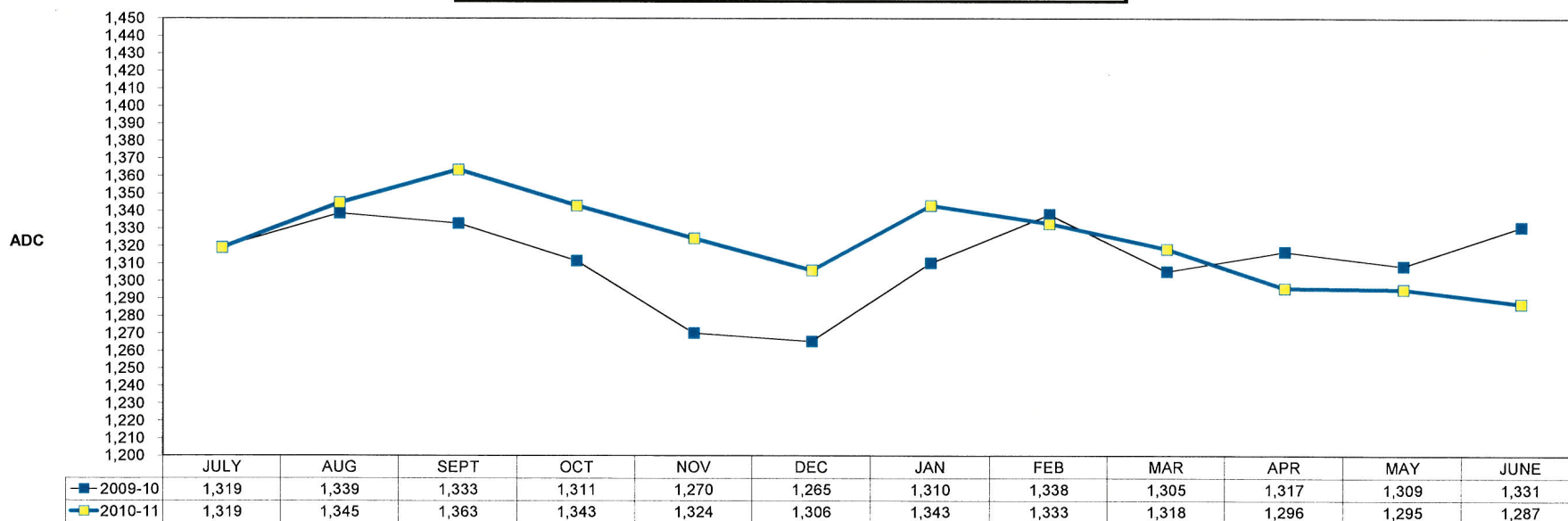
**FISCAL YEAR 2010-11 <sup>(2)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												YTD Actual Average
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
594	603	597	594	580	581	593	600	586	577	575	572	587
350	360	374	358	364	360	376	361	355	358	348	356	359
177	190	189	196	190	180	188	181	178	177	186	161	183
198	192	203	195	190	185	186	191	199	184	186	198	192
1,319	1,345	1,363	1,343	1,324	1,306	1,343	1,333	1,318	1,296	1,295	1,287	1,321

(2) Per facility's June Final/Verified 2011 workload report.

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2011 FINAL**

	(1) FY 10-11 BUDGET	(2) FY 10-11 YTD BUDGET	(3) JUN/11 BUDGET	(4) MTD ACTUAL	(5) FY 10-11 ACTUAL	(6) FY 09-10 ACTUAL
LAC+USC MEDICAL CENTER	151,638	151,638	11,759	12,426	144,727	153,148
H-UCLA MEDICAL CENTER	86,909	86,909	6,766	6,626	80,636	86,937
RLA NATIONAL REHAB. CENTER	← NA →					
OV-UCLA MEDICAL CENTER	50,625	51,088	4,284	4,494	53,852	51,088
<b>TOTAL</b>	<b>289,172</b>	<b>289,635</b>	<b>22,809</b>	<b>23,546</b>	<b>279,215</b>	<b>291,173</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2010-11 actual is based on facility's June 2011 Final/Verified workload report.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
13,100	12,822	12,978	13,406	12,522	11,997	12,792	11,908	13,238	12,815	13,253	12,517	153,148
7,530	7,039	7,493	8,186	7,497	6,987	7,493	6,932	7,220	6,649	7,139	6,772	86,937
					N/A							0
4,277	4,199	4,307	4,549	4,047	3,918	4,331	3,957	4,489	4,338	4,392	4,284	51,088
24,907	23,860	24,778	26,141	24,066	22,902	24,616	22,797	24,947	23,802	24,784	23,573	291,173

(1) Per facility's June Final/Verified 2010 workload report.

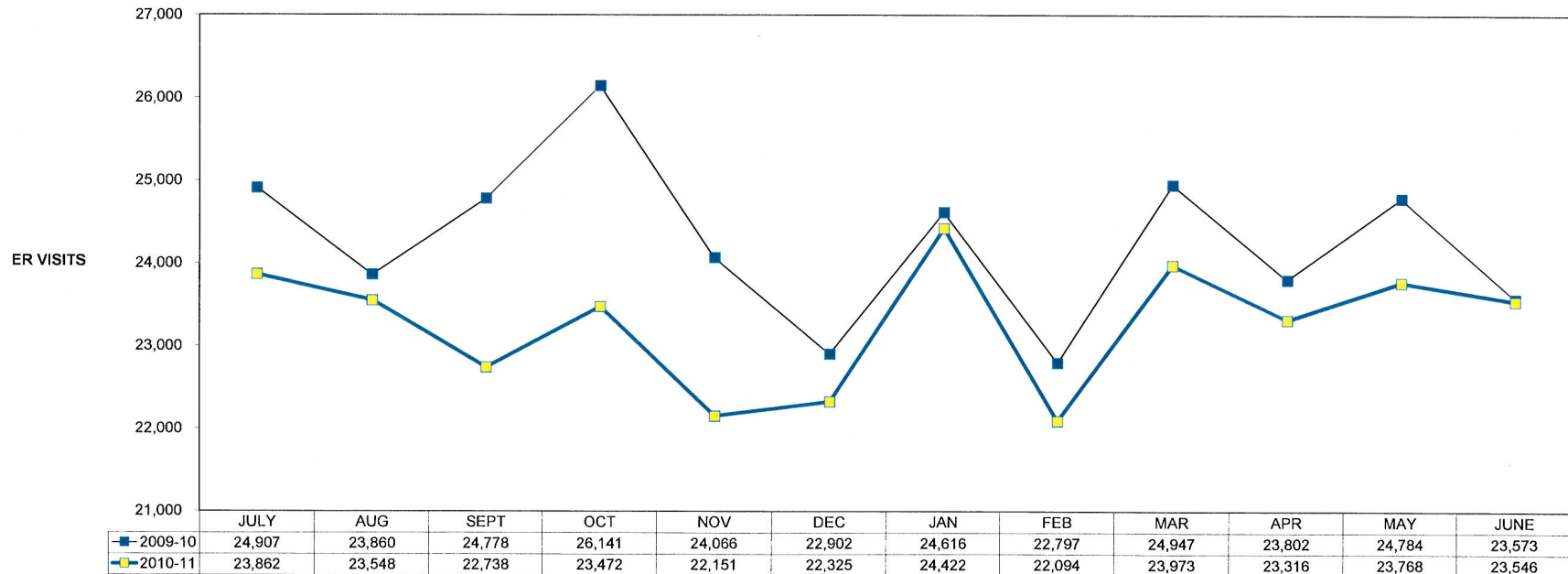
### FISCAL YEAR 2010-11 <sup>(2)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
12,675	12,090	11,732	11,844	11,320	11,427	12,680	11,174	12,548	12,369	12,442	12,426	144,727
6,790	6,868	6,654	7,053	6,387	6,531	7,024	6,526	6,877	6,567	6,733	6,626	80,636
					N/A							0
4,397	4,590	4,352	4,575	4,444	4,367	4,718	4,394	4,548	4,380	4,593	4,494	53,852
23,862	23,548	22,738	23,472	22,151	22,325	24,422	22,094	23,973	23,316	23,768	23,546	279,215

(2) Per facility's June Final/Verified 2011 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

COUNTY OF LOS ANGELES

DEPARTMENT OF HEALTH SERVICES

FOR THE FOURTH QUARTER ENDING JUNE 30, 2011 FINAL

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 10-11	FY 10-11	JUN/11	MTD	FY 10-11	FY 09-10
	BUDGET	YTD BUDGET	BUDGET	ACTUAL	ACTUAL	ACTUAL
LAC+USC MEDICAL CENTER	516,220	516,220	44,795	47,067	541,814	518,654
H-UCLA MEDICAL CENTER	336,493	336,493	30,704	28,650	337,799	336,567
RLA NATIONAL REHAB. CENTER	74,945	74,945	5,546	5,994	76,509	77,018
OV-UCLA MEDICAL CENTER	205,061	215,187	18,700	18,320	212,775	215,187
<b>TOTAL</b>	<b>1,132,719</b>	<b>1,142,845</b>	<b>99,745</b>	<b>100,031</b>	<b>1,168,897</b>	<b>1,147,426</b>

## NOTES:

- (1) Per the Fiscal Year (FY) 2010-11 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2010-11 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2010-11 actual is based on facility's June 2011 Final/Verified workload report.
- (6) Actual number of Visits for the 12-month period of FY 2009-10 based on facility's June Final/Verified 2010 workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2009-10 AND 2010-11

### FISCAL YEAR 2009-10 <sup>(1)</sup>

	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	Actual
LAC+USC Medical Center	44,065	42,711	43,827	43,958	38,691	41,471	39,663	40,801	48,321	45,775	43,601	45,770	518,654
H-UCLA Medical Center	29,270	27,801	28,249	28,684	25,457	27,553	25,338	26,760	31,351	29,001	26,332	30,771	336,567
RLA National Rehabilitation Center	6,478	6,548	6,682	6,353	5,688	6,222	6,367	5,797	7,555	6,722	5,969	6,637	77,018
OV-UCLA Medical Center	18,879	17,937	18,408	18,295	16,509	17,527	16,593	16,717	19,658	18,868	17,096	18,700	215,187
TOTAL	98,692	94,997	97,166	97,290	86,345	92,773	87,961	90,075	106,885	100,366	92,998	101,878	1,147,426

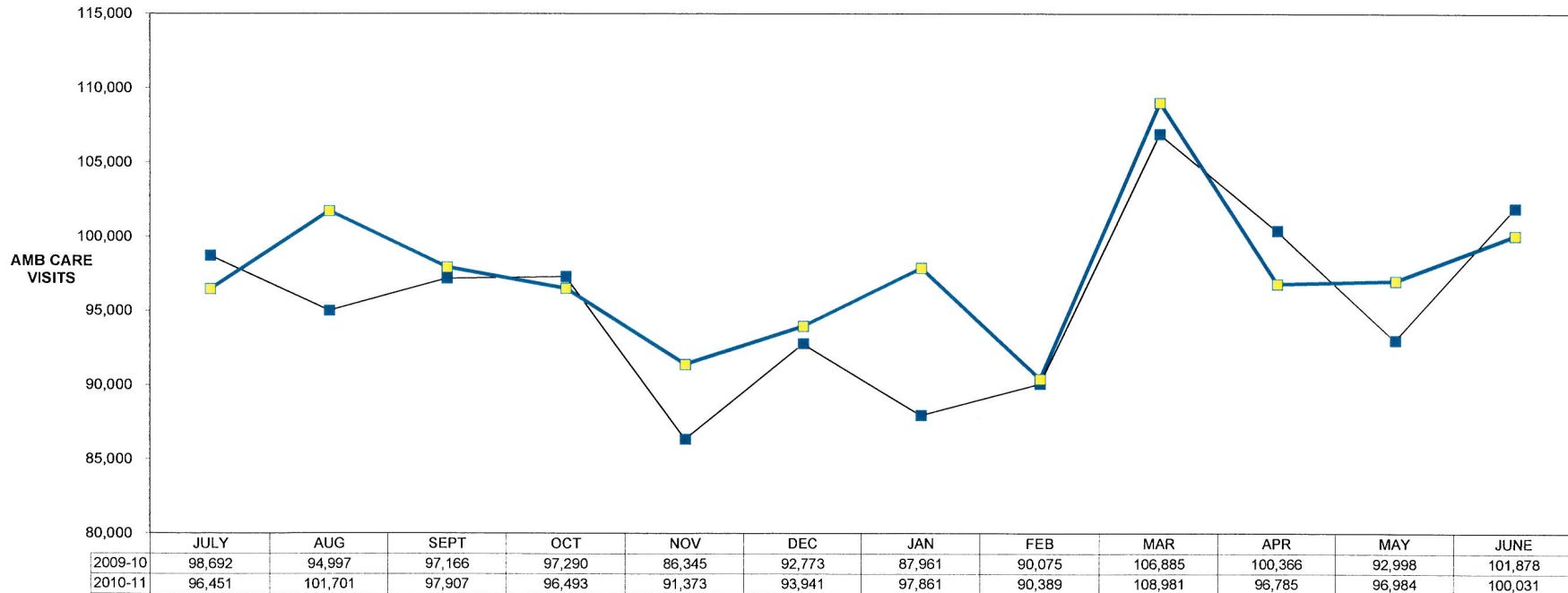
(1) Per facility's June Final/Verified 2010 workload report.

### FISCAL YEAR 2010-11 <sup>(2)</sup>

	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	Actual
LAC+USC Medical Center	44,097	46,593	45,218	45,314	42,742	43,237	45,039	41,973	50,818	44,999	44,717	47,067	541,814
H-UCLA Medical Center	28,496	29,121	28,142	27,892	26,213	27,655	28,608	26,054	31,015	27,925	28,028	28,650	337,799
RLA National Rehabilitation Center	6,012	6,808	6,701	6,558	6,405	5,964	6,583	5,798	6,959	6,228	6,499	5,994	76,509
OV-UCLA Medical Center	17,846	19,179	17,846	16,729	16,013	17,085	17,631	16,564	20,189	17,633	17,740	18,320	212,775
TOTAL	96,451	101,701	97,907	96,493	91,373	93,941	97,861	90,389	108,981	96,785	96,984	100,031	1,168,897

(2) Per facility's June Final/Verified 2011 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C





**Health Services**  
LOS ANGELES COUNTY

October 15, 2012

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.  
Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) QUARTERLY REPORT –  
FOURTH QUARTER ENDING JUNE 30, 2012 FINAL**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the Fourth Quarter ending June 30, 2012 Final.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year Actual data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The June actual census of 1,213 is 261 less than the June 2012 census budget of 1,474, and 74 less than the actual ADC for June 2011 of 1,287. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

MHK:gt

503:072

M:\Workload\11-12\Monthly\13-Final\Memo-FINAL12.doc

**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

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patient-centered, cost-effective  
health care to Los Angeles County  
residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*

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**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2012 FINAL**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 11-12 BUDGET	FY 11-12 YTD BUDGET	JUN/12 BUDGET	MTD ACTUAL	FY 11-12 ACTUAL	FY 10-11 ACTUAL
LAC+USC MEDICAL CENTER	671	671	668	547	571	587
H-UCLA MEDICAL CENTER	373	373	373	322	328	359
RLA NATIONAL REHAB. CENTER	219	219	219	152	172	183
OV-UCLA MEDICAL CENTER	213	213	214	192	192	192
<b>TOTAL</b>	<b>1,476</b>	<b>1,476</b>	<b>1,474</b>	<b>1,213</b>	<b>1,263</b>	<b>1,321</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2011-12 Final Budget.  
(2) YTD budget developed based on the census level necessary to achieve each facility's FY 2011-12 Final Budget.  
(3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2011-12 Final Budget.  
(4) The aggregate number of actual census days for the report month, averaged on a per-day basis.  
(5) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.  
(6) Actual average daily census averaged for the 12-month period of FY 2010-11 based on facility's June Final/Verified 2011 workload report.

# **AVERAGE DAILY CENSUS** COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES MONTHLY OCCUPANCY REPORT FISCAL YEARS 2010-11 AND 2011-12

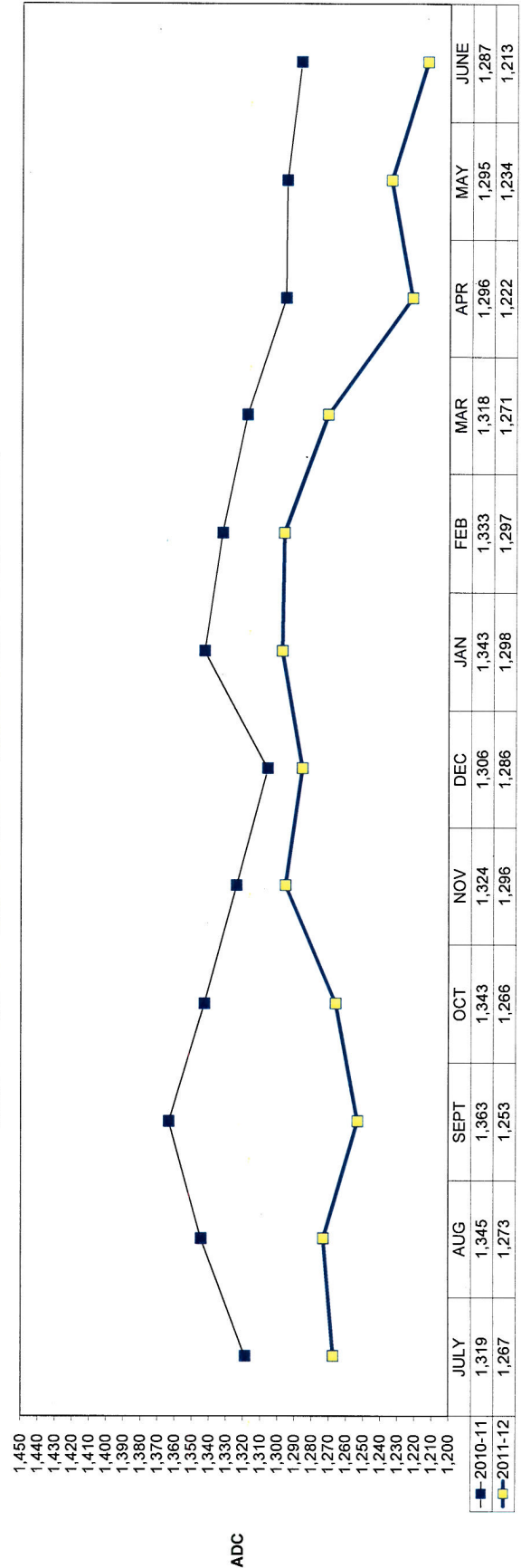
	ACTUAL												YTD Actual Average
	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
LAC+USC Medical Center	594	603	597	594	580	581	593	600	586	577	575	572	587
H-UCLA Medical Center	350	360	374	358	364	360	376	361	355	358	348	356	359
RLA National Rehabilitation Center	177	190	189	196	190	180	188	181	178	177	186	161	183
OV-UCLA Medical Center	198	192	203	195	190	185	186	191	199	184	186	198	192
<b>TOTAL</b>	<b>1,319</b>	<b>1,345</b>	<b>1,363</b>	<b>1,343</b>	<b>1,324</b>	<b>1,306</b>	<b>1,343</b>	<b>1,333</b>	<b>1,318</b>	<b>1,296</b>	<b>1,295</b>	<b>1,287</b>	<b>1,321</b>

(1) Per facility's June Final/Verified 2011 workload report.

	ACTUAL												YTD Actual Average
	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE	
LAC+USC Medical Center	569	579	561	575	587	580	583	580	572	561	558	547	571
H-UCLA Medical Center	331	336	330	334	338	330	331	336	328	308	321	322	328
RLA National Rehabilitation Center	179	168	163	165	180	185	190	179	181	168	161	152	172
OV-UCLA Medical Center	189	190	199	192	191	192	194	201	190	185	194	192	192
<b>TOTAL</b>	<b>1,267</b>	<b>1,273</b>	<b>1,253</b>	<b>1,266</b>	<b>1,296</b>	<b>1,286</b>	<b>1,298</b>	<b>1,297</b>	<b>1,271</b>	<b>1,222</b>	<b>1,234</b>	<b>1,213</b>	<b>1,263</b>

(2) Per facility's June Final/Verified 2012 workload report.

## **MONTHLY OCCUPANCY REPORT** AVERAGE DAILY CENSUS



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES

### DEPARTMENT OF HEALTH SERVICES

#### FOR THE FOURTH QUARTER ENDING JUNE 30, 2012 FINAL

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 11-12 BUDGET	FY 11-12 YTD BUDGET	JUN/12 BUDGET	MTD ACTUAL	FY 11-12 ACTUAL	FY 10-11 ACTUAL
LAC+USC MEDICAL CENTER	143,957	143,957	11,679	12,745	155,152	144,727
H-UCLA MEDICAL CENTER	80,481	80,481	6,477	6,329	77,656	80,636
RLA NATIONAL REHAB. CENTER			NA			
OV-UCLA MEDICAL CENTER	52,987	52,987	3,926	5,083	62,336	53,852
TOTAL	277,425	277,425	22,082	24,157	295,144	279,215

**NOTES:**

- (1) Per the Fiscal Year (FY) 2011-12 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2011-12 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2011-12 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.
- (6) Actual number of Visits for the 12-month period of FY 2010-11 based on facility's June Final/Verified 2011 workload report.



# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

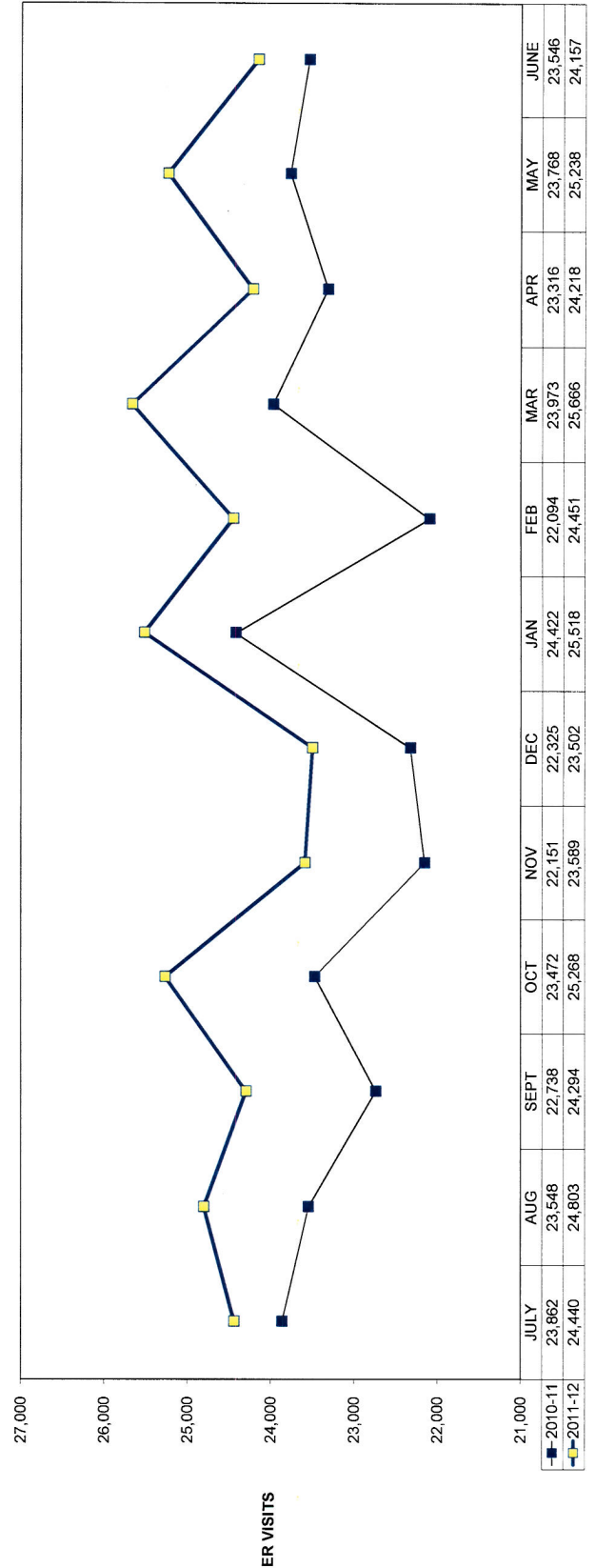
COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
FISCAL YEARS 2010-11 AND 2011-12

ACTUAL													
FISCAL YEAR 2010-11 <sup>(1)</sup>	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
LAC+USC Medical Center	12,675	12,090	11,732	11,844	11,320	11,427	12,680	11,174	12,548	12,369	12,442	12,426	144,727
H-UCLA Medical Center	6,790	6,868	6,654	7,053	6,387	6,531	7,024	6,526	6,877	6,567	6,733	6,626	80,636
RLA National Rehabilitation Center	4,397	4,590	4,352	4,575	4,444	N/A	4,718	4,394	4,548	4,380	4,593	4,494	0
OV-UCLA Medical Center	23,862	23,548	22,738	23,472	22,151	22,325	24,422	22,094	23,973	23,316	23,768	23,546	53,852
TOTAL													279,215

ACTUAL													
FISCAL YEAR 2011-12 <sup>(2)</sup>	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	Actual
LAC+USC Medical Center	12,584	12,912	12,891	13,283	12,464	12,295	13,301	12,652	13,609	12,924	13,492	12,745	155,152
H-UCLA Medical Center	6,781	6,567	6,495	6,723	6,151	6,423	6,734	6,605	6,495	5,888	6,465	6,329	77,666
RLA National Rehabilitation Center	5,075	5,324	4,908	5,262	4,974	N/A	5,483	5,194	5,562	5,406	5,281	5,083	62,336
OV-UCLA Medical Center	24,440	24,803	24,294	25,268	23,589	23,502	25,518	24,451	25,666	24,218	25,238	24,157	295,144
TOTAL													0

(1) Per facility's June Final/Verified 2011 workload report.  
(2) Per facility's June Final/Verified 2012 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE FOURTH QUARTER ENDING JUNE 30, 2012 FINAL

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 11-12 BUDGET	FY 11-12 YTD BUDGET	JUN/12 BUDGET	MTD ACTUAL	FY 11-12 ACTUAL	FY 10-11 ACTUAL
LAC+USC MEDICAL CENTER	518,830	518,830	43,287	45,197	551,578	541,814
H-UCLA MEDICAL CENTER	337,673	337,673	28,527	28,656	332,750	337,799
RLA NATIONAL REHAB. CENTER	76,509	76,509	5,994	6,533	80,771	76,509
OV-UCLA MEDICAL CENTER	212,341	212,341	17,892	19,188	220,506	212,775
TOTAL	1,145,353	1,145,353	95,700	99,574	1,185,605	1,168,897

### NOTES:

- (1) Per the Fiscal Year (FY) 2011-12 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2011-12 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2011-12 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.
- (6) Actual number of Visits for the 12-month period of FY 2010-11 based on facility's June Final/Verified 2011 workload report.

ATTACHMENT I-C

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

COUNTY OF LOS ANGELES

DEPARTMENT OF HEALTH SERVICES

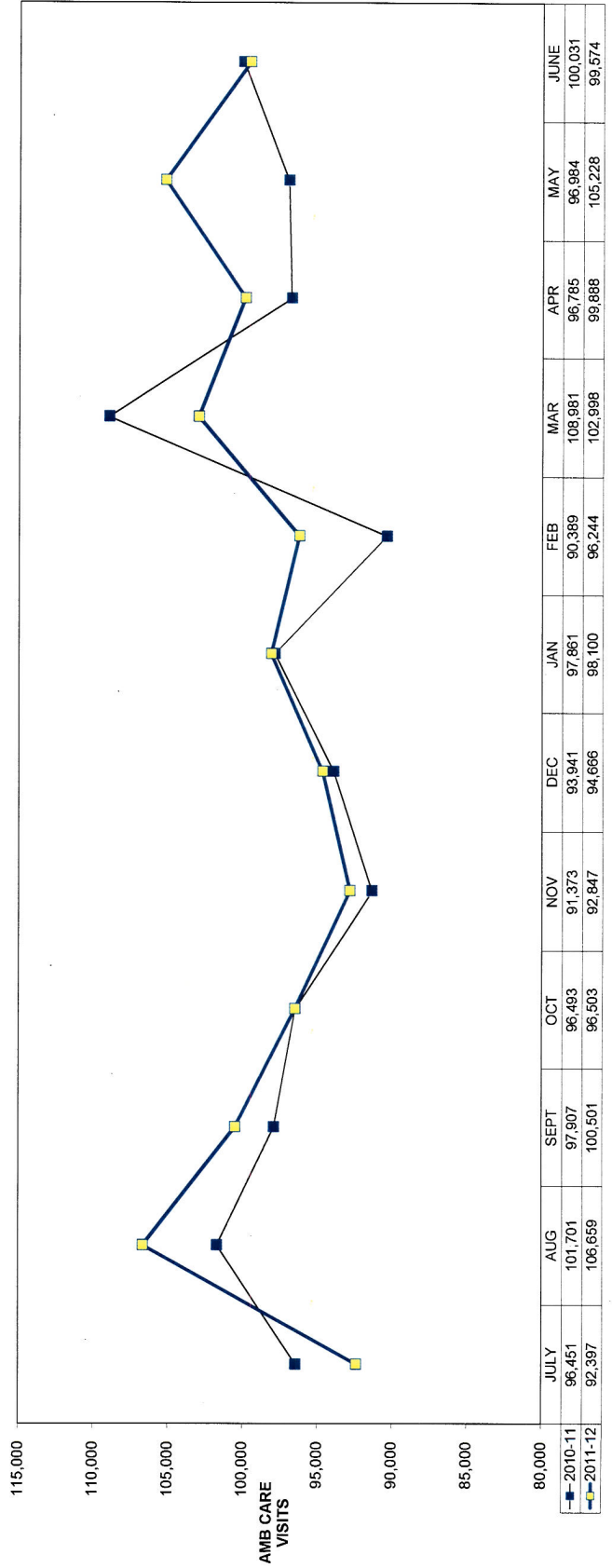
FISCAL YEARS 2010-11 AND 2011-12

	ACTUAL											
	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE
FISCAL YEAR 2010-11 <sup>(1)</sup>												
LAC+USC Medical Center	44,097	46,593	45,218	45,314	42,742	43,237	45,039	41,973	50,818	44,999	44,717	47,067
H-UCLA Medical Center	28,496	29,121	28,142	27,892	26,213	27,655	28,608	26,054	31,015	27,925	28,028	28,650
RLA National Rehabilitation Center	6,012	6,808	6,701	6,558	6,405	5,964	6,583	5,798	6,959	6,228	6,499	5,994
OV-UCLA Medical Center	17,846	19,179	17,846	16,729	16,013	17,085	17,631	16,564	20,189	17,633	17,740	18,320
TOTAL	96,451	101,701	97,907	96,493	91,373	93,941	97,861	90,389	108,981	96,785	96,984	100,031
												Actual
												541,814
												337,799
												76,509
												212,775
												1,168,897

	ACTUAL											
	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUNE
FISCAL YEAR 2011-12 <sup>(2)</sup>												
LAC+USC Medical Center	42,772	49,950	47,114	44,681	42,864	43,953	45,799	45,210	48,174	46,963	48,901	45,197
H-UCLA Medical Center	26,863	29,431	28,093	26,862	26,609	27,307	26,905	26,301	28,749	27,527	29,447	28,656
RLA National Rehabilitation Center	6,059	7,669	6,965	7,101	6,472	6,237	6,823	6,598	7,043	6,643	6,628	6,533
OV-UCLA Medical Center	16,703	19,609	18,329	17,859	16,902	17,169	18,573	18,135	19,032	18,755	20,252	19,188
TOTAL	92,397	106,659	100,501	96,503	92,847	94,666	98,100	96,244	102,998	99,888	105,228	99,574
												Actual
												551,578
												332,750
												80,771
												220,506
												1,185,605

(1) Per facility's June Final/Verified 2011 workload report.  
(2) Per facility's June Final/Verified 2012 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT





**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**Mitchell H. Katz, M.D.**  
Director

**Hal F. Yee, Jr., M.D., Ph.D.**  
Chief Medical Officer

**Christina R. Ghaly, M.D.**  
Deputy Director, Strategic Planning

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

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residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

May 15, 2013

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.  
Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) QUARTERLY REPORT –  
THIRD QUARTER ENDING MARCH 31, 2013**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the Third Quarter ending March 31, 2013.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year Actual data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The March actual census of 1,227 is 217 less than the March 2013 census budget of 1,444, and 44 less than the actual ADC for March 2012 of 1,271. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

MHK:gt

503:072

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**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE THIRD QUARTER ENDING MARCH 31, 2013**

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 12-13 BUDGET	FY 12-13 YTD BUDGET	MAR/13 BUDGET	MTD ACTUAL	FY 12-13 (FYE)	FY 11-12 ACTUAL
LAC-USC MEDICAL CENTER	671	672	668	545	555	571
H-UCLA MEDICAL CENTER	373	374	372	327	338	328
RLA NATIONAL REHAB. CENTER	189	189	189	167	170	172
OV-UCLA MEDICAL CENTER	213	213	215	188	189	192
<b>TOTAL</b>	<b>1,446</b>	<b>1,448</b>	<b>1,444</b>	<b>1,227</b>	<b>1,252</b>	<b>1,263</b>

**NOTES:**

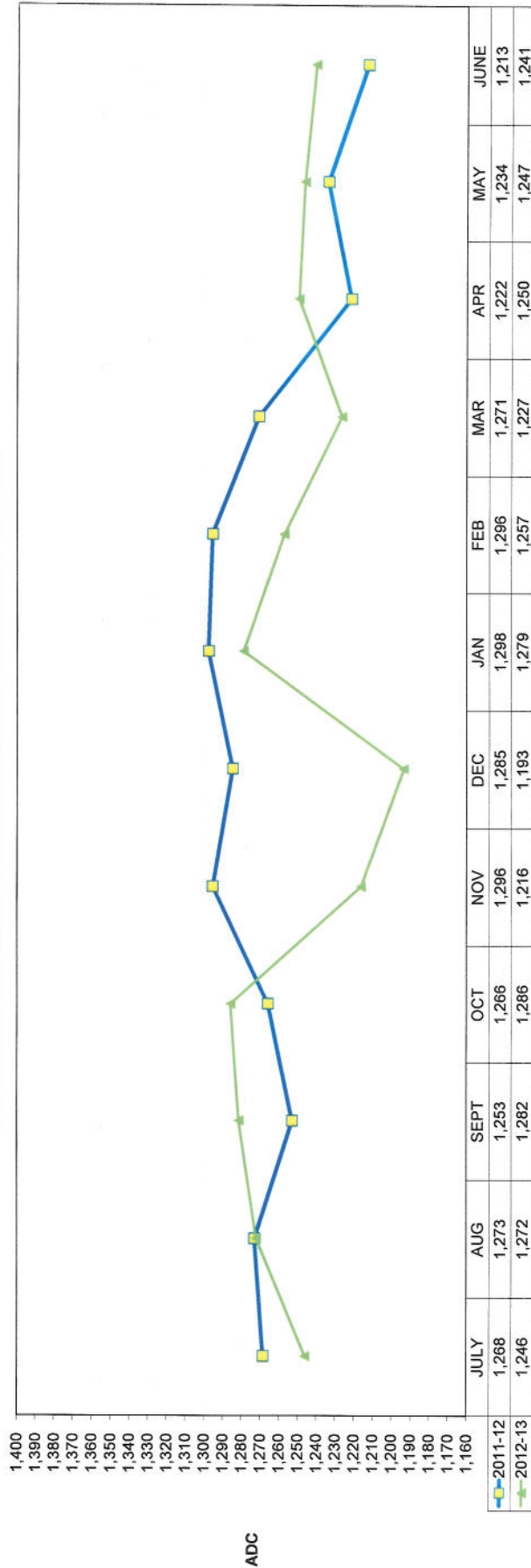
- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) Facility's full-year-estimate (FYE) for census is developed based on the facility's operating plan.
- (6) Actual average daily census averaged for the 12-month period of FY 2011-12 based on facility's June Final/Verified 2012 workload report.

# AVERAGE DAILY CENSUS

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES MONTHLY OCCUPANCY REPORT FISCAL YEARS 2011-12 AND 2012-13

FISCAL YEAR 2011-12 (1)													YTD AVG
ACTUAL													
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.		
569	579	561	575	587	580	583	580	572	561	558	547	571	
331	336	330	334	338	328	331	336	328	308	321	322	328	
179	168	163	165	180	163	190	179	181	168	161	152	172	
189	190	199	192	191	192	194	201	190	185	194	192	192	
1,268	1,273	1,253	1,266	1,296	1,285	1,298	1,296	1,271	1,222	1,234	1,213	1,263	
TOTAL													
(1) Per facility's June Final/Verified 2012 workload report													
FISCAL YEAR 2012-13													YTD AVG
ACTUAL													
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.		
573	576	585	572	534	537	573	562	545	536	534	527	562	
334	353	349	342	330	325	346	334	327	337	337	337	338	
145	152	153	175	170	157	174	171	167	188	188	188	163	
194	191	195	197	182	174	186	190	188	189	188	189	189	
1,246	1,272	1,282	1,286	1,216	1,193	1,279	1,257	1,227	1,250	1,247	1,241	1,252	
TOTAL													
ESTIMATE													
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.		
573	576	585	572	534	537	573	562	545	536	534	527	562	
334	353	349	342	330	325	346	334	327	337	337	337	338	
145	152	153	175	170	157	174	171	167	188	188	188	163	
194	191	195	197	182	174	186	190	188	189	188	189	189	
1,246	1,272	1,282	1,286	1,216	1,193	1,279	1,257	1,227	1,250	1,247	1,241	1,252	
TOTAL													

## MONTHLY OCCUPANCY REPORT AVERAGE DAILY CENSUS





# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FOR THE THIRD QUARTER ENDING MARCH 31, 2013

	(1) FY 12-13 BUDGET	(2) FY 12-13 YTD BUDGET	(3) MAR/13 BUDGET	(4) MTD ACTUAL	(5) FY 12-13 (FYE)	(6) FY 11-12 ACTUAL
LAC+USC MEDICAL CENTER	150,918	114,329	12,931	13,241	153,491	155,152
H-UCLA MEDICAL CENTER	77,569	58,977	6,495	5,987	73,010	77,656
RLA NATIONAL REHAB. CENTER	NA					
OV-UCLA MEDICAL CENTER	62,364	46,707	5,584	5,404	63,442	62,336
TOTAL	290,851	220,013	25,010	24,632	289,943	295,144

### NOTES:

- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for Visits is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2011-12 based on facility's June Final/Verified 2012 workload report.

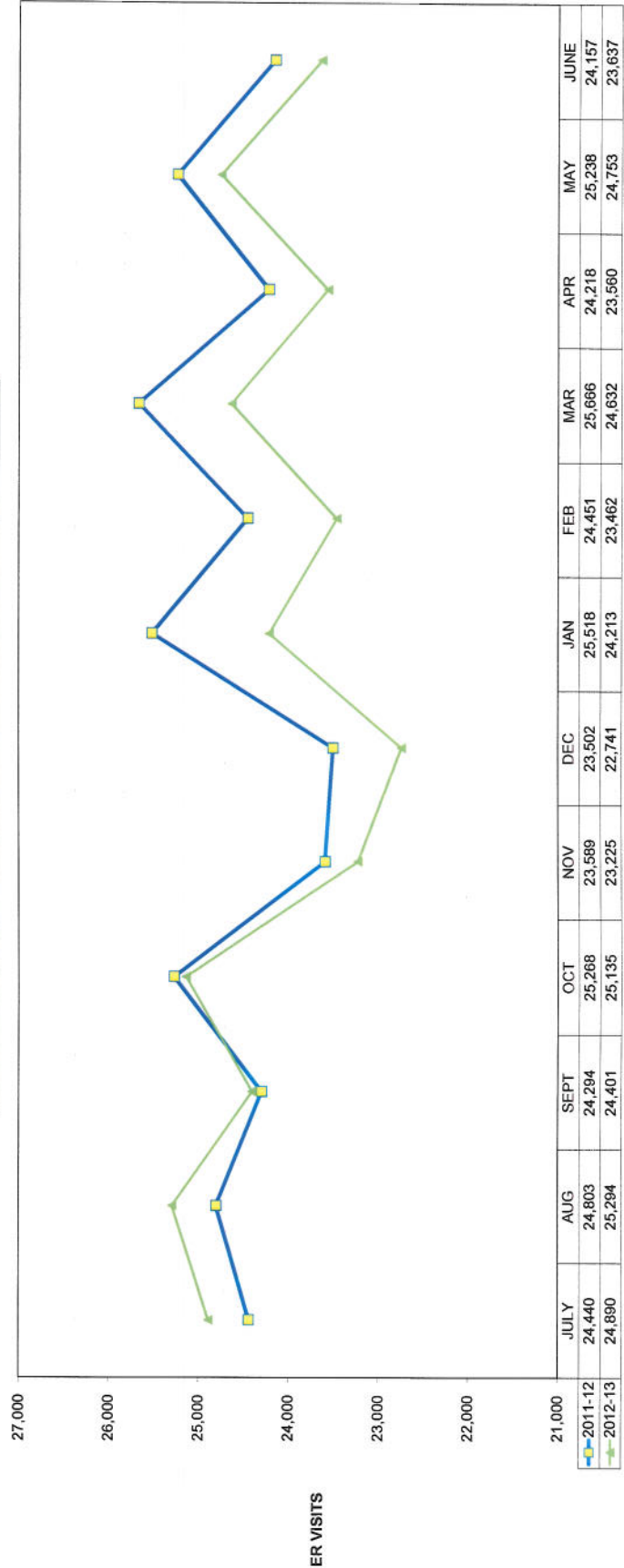
# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2011-12 AND 2012-13

	ACTUAL												Actual
	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	
<b>FISCAL YEAR 2011-12 <sup>(1)</sup></b>													
LAC+USC Medical Center	12,584	12,912	12,891	13,283	12,464	12,295	13,301	12,652	13,609	12,924	13,492	12,745	155,152
H-UCLA Medical Center	6,781	6,567	6,495	6,723	6,151	6,423	6,734	6,605	6,495	5,888	6,465	6,329	77,656
RLA National Rehabilitation Center	5,075	5,324	4,908	5,262	4,974	N/A	4,784	5,194	5,562	5,406	5,281	5,083	62,336
OV-UCLA Medical Center	24,440	24,803	24,294	25,268	23,589	23,502	25,518	24,451	25,666	24,218	25,238	24,157	295,144
<b>TOTAL</b>													
<b>FISCAL YEAR 2012-13</b>													
LAC+USC Medical Center	13,344	13,458	13,037	13,322	12,418	11,862	12,895	12,373	13,241	12,460	12,925	12,156	115,950
H-UCLA Medical Center	6,347	6,323	5,990	6,391	5,732	5,871	5,632	6,145	5,987	5,886	6,439	6,267	54,418
RLA National Rehabilitation Center	5,199	5,513	5,374	5,422	5,075	N/A	5,008	4,944	5,404	5,214	5,389	5,214	47,625
OV-UCLA Medical Center	24,890	25,294	24,401	25,135	23,225	22,741	24,213	23,462	24,632	23,560	24,753	23,637	217,993
<b>TOTAL</b>													

(1) Per facility's June Final/Verified 2012 workload report.  
 (2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. Note: LAC+USC provided March's visits as estimates, which is not consistent with the standardization requirement. In order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B

# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

COUNTY OF LOS ANGELES  
DEPARTMENT OF HEALTH SERVICES  
FOR THE THIRD QUARTER ENDING MARCH 31, 2013

	(1)	(2)	(3)	(4)	(5)	(6)
	FY 12-13 BUDGET	FY 12-13 YTD BUDGET	MAR/13 BUDGET	MTD ACTUAL	FY 12-13 (FYE)	FY 11-12 ACTUAL
LAC+USC MEDICAL CENTER	552,521	407,013	47,298	47,553	560,633	551,578
H-UCLA MEDICAL CENTER	332,512	247,134	28,749	28,445	333,765	332,750
RLA NATIONAL REHAB. CENTER	80,771	60,967	7,043	4,352	72,684	80,771
OV-UCLA MEDICAL CENTER	219,249	161,874	18,914	19,108	227,279	220,506
TOTAL	1,185,053	876,988	102,004	99,458	1,194,361	1,185,605

## NOTES:

- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) Facility's full-year-estimate (FYE) for Visits is developed based on the facility's operating plan.
- (6) Actual number of Visits for the 12-month period of FY 2011-12 based on facility's June Final/Verified 2012 workload report.

ATTACHMENT I-C



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2011-12 AND 2012-13

FISCAL YEAR 2011-12 <sup>(1)</sup>													Actual
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUN.	
LAC+USC Medical Center	42,772	49,950	47,114	44,681	42,864	43,953	45,799	48,174	46,963	48,901	45,197	45,197	551,578
H-UCLA Medical Center	26,863	29,431	28,093	26,862	26,609	27,307	26,905	28,749	27,527	29,447	28,656	28,656	332,750
RLA National Rehabilitation Center	6,059	7,669	6,965	7,101	6,472	6,237	6,823	7,043	6,643	6,628	6,533	6,533	80,771
OV-UCLA Medical Center	16,703	19,609	18,329	17,859	16,902	17,169	18,573	19,032	18,755	20,252	19,188	19,188	220,506
TOTAL	92,397	106,659	100,501	96,503	92,847	94,666	98,100	102,998	99,888	105,228	99,574	99,574	1,185,605

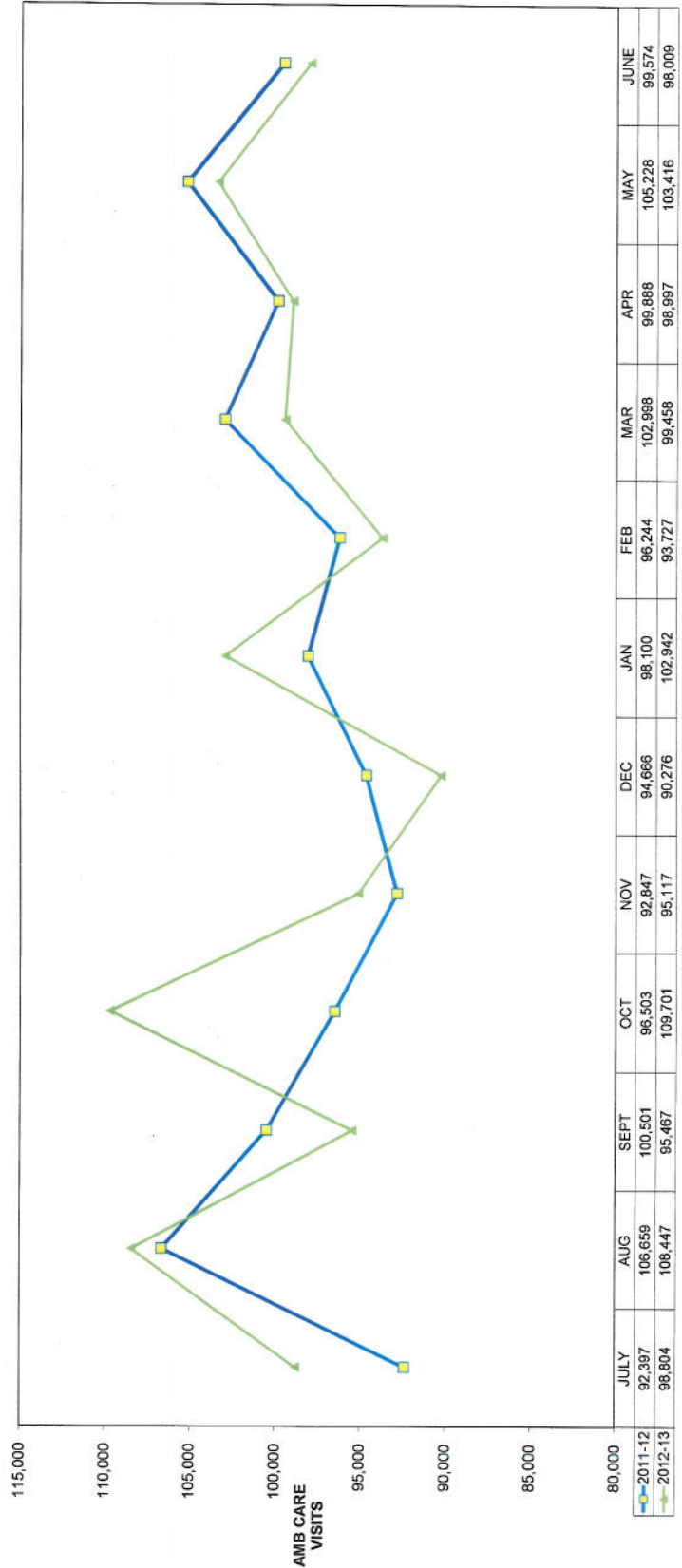
  

FISCAL YEAR 2012-13													Actual
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUN.	
LAC+USC Medical Center	46,725	51,036	44,377	51,697	45,160	42,253	48,830	44,426	47,553	46,178	48,102	44,296	422,057
H-UCLA Medical Center	26,856	29,391	27,327	30,021	26,305	25,765	28,569	25,708	28,445	27,495	29,384	28,499	248,387
RLA National Rehabilitation Center	6,271	6,985	5,995	7,087	5,895	5,244	5,739	5,312	4,352	6,643	6,628	6,533	52,880
OV-UCLA Medical Center	18,952	21,035	17,768	20,896	17,757	17,014	19,804	18,281	19,108	18,681	19,302	18,681	170,615
TOTAL	98,804	108,447	95,467	109,701	95,117	90,276	102,942	93,727	99,458	98,997	103,416	98,009	893,939

(1) Per facility's June Final/Verified 2012 workload report.

(2) Based on current month's PVC Affinity reports. In an effort to standardize Workload visits reporting among DHS facilities, only the PVC Affinity reports have been used starting in FY 2009-10. Note: LAC+USC provided March's visits as estimates, which is not consistent with the standardization requirement, in order not to understate visits for the current month.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT





**Health Services**  
LOS ANGELES COUNTY

**Los Angeles County  
Board of Supervisors**

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**Mitchell H. Katz, M.D.**  
Director

**Hal F. Yee, Jr., M.D., Ph.D.**  
Chief Medical Officer

**Christina R. Ghaly, M.D.**  
Deputy Director, Strategic Planning

313 N. Figueroa Street, Suite 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To ensure access to high-quality,  
patient-centered, cost-effective  
health care to Los Angeles County  
residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

October 3, 2013

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.  
for Director

SUBJECT: **AVERAGE DAILY CENSUS, HOSPITAL-BASED  
OUTPATIENT VISITS (EMERGENCY DEPARTMENT),  
AND HOSPITAL-BASED OUTPATIENT VISITS  
(AMBULATORY CARE) QUARTERLY REPORT –  
FOURTH QUARTER ENDING JUNE 30, 2013 FINAL**

As requested, this is to provide you with a report of the Department of Health Services' Average Daily Census (ADC), Hospital-Based Outpatient Emergency Room (ER) visits, and Hospital-Based Outpatient Ambulatory Care (Amb Care) visits for the Fourth Quarter ending June 30, 2013 Final.

Each detailed report for ADC, ER, and Amb Care is provided in two attachments. Attachment I reflects Year-to-Date (YTD), Month-to-Date (MTD), and Full-Year Actual data, plus comparative budget and prior year information. Attachment II displays: (a) a 12-month history, by hospital, for last fiscal year, (b) an actual table for the current fiscal year, by hospital, and (c) a graph that provides a quick snapshot view of our overall trends.

The June actual census of 1,178 is 266 less than the June 2013 census budget of 1,444, and 35 less than the actual ADC for June 2012 of 1,213. We will continue to closely monitor hospital census and its effect on financial performance of our facilities.

If you have questions or need additional information, please let me know.

MHK:gt

503:072

M:\Workload\12-13\Monthly\13 - Final\Memo-FINAL13.doc

**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors



**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2013 FINAL**

	(1) FY 12-13 BUDGET	(2) FY 12-13 YTD BUDGET	(3) JUN/13 BUDGET	(4) MTD ACTUAL	(5) FY 12-13 ACTUAL	(6) FY 11-12 ACTUAL
LAC+USC MEDICAL CENTER	671	671	668	504	552	571
H-UCLA MEDICAL CENTER	373	373	373	330	333	328
RLA NATIONAL REHAB. CENTER	189	189	189	156	162	172
OV-UCLA MEDICAL CENTER	213	213	214	188	187	192
<b>TOTAL</b>	<b>1,446</b>	<b>1,446</b>	<b>1,444</b>	<b>1,178</b>	<b>1,234</b>	<b>1,263</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the census level necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the census level necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual census days for the report month, averaged on a per-day basis.
- (5) FY 2012-13 actual is based on facility's June 2013 Final/Verified workload report.
- (6) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.

ATTACHMENT I-A

**AVERAGE DAILY CENSUS**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**MONTHLY OCCUPANCY REPORT**  
**FISCAL YEARS 2011-12 AND 2012-13**

**FISCAL YEAR 2011-12 <sup>(1)</sup>**

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	YTD AVG
569	579	561	575	587	580	583	580	572	561	558	547	571
331	336	330	334	338	328	331	336	328	308	321	322	328
179	168	163	165	180	185	190	179	181	168	161	152	172
189	190	199	192	191	192	194	201	190	185	194	192	192
1,268	1,273	1,253	1,266	1,296	1,285	1,298	1,296	1,271	1,222	1,234	1,213	1,263

**FISCAL YEAR 2012-13 <sup>(2)</sup>**

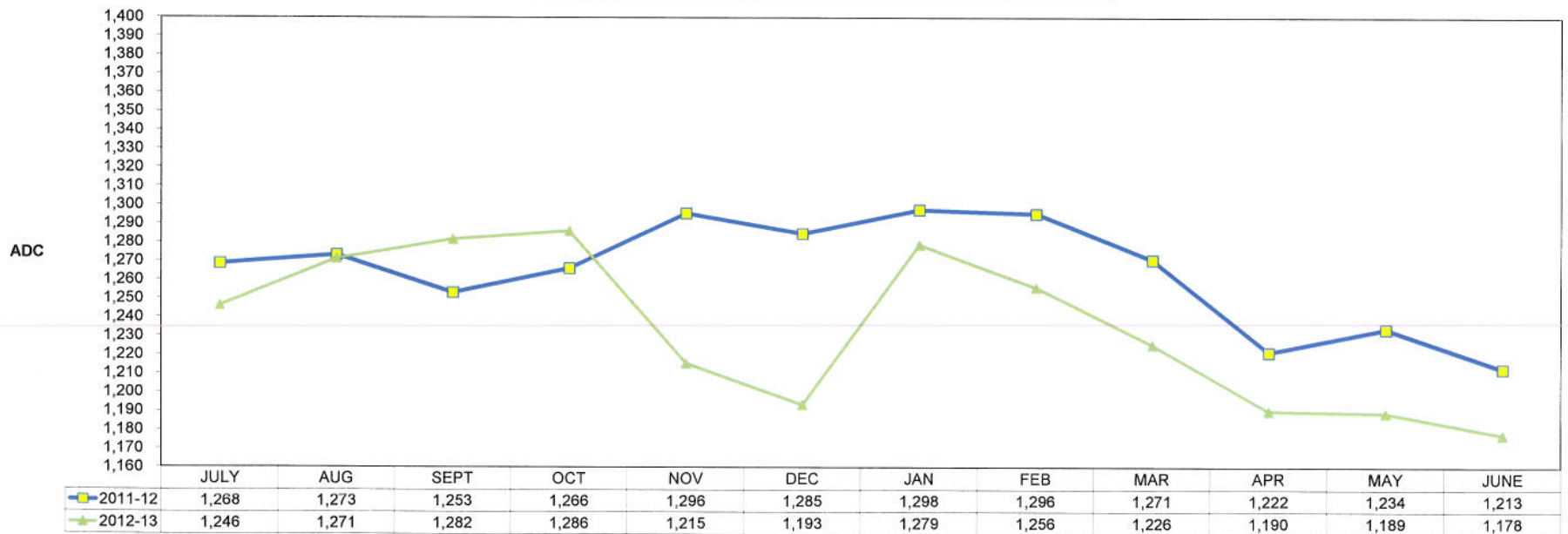
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												YTD AVG
JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.	
573	576	585	572	534	537	573	562	545	542	525	504	552
334	353	349	342	330	325	346	334	327	307	317	330	333
145	151	153	175	169	157	174	170	166	160	164	156	162
194	191	195	197	182	174	186	190	188	181	183	188	187
1,246	1,271	1,282	1,286	1,215	1,193	1,279	1,256	1,226	1,190	1,189	1,178	1,234

(1) Per facility's June Final/Verified 2012 workload report.

(2) Per facility's June Final/Verified 2013 workload report.

**MONTHLY OCCUPANCY REPORT**  
**AVERAGE DAILY CENSUS**



ATTACHMENT II-A

**HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2013 FINAL**

	(1) FY 12-13 BUDGET	(2) FY 12-13 YTD BUDGET	(3) JUN/13 BUDGET	(4) MTD ACTUAL	(5) FY 12-13 ACTUAL	(6) FY 11-12 ACTUAL
LAC+USC MEDICAL CENTER	150,918	150,918	12,140	13,358	158,538	155,152
H-UCLA MEDICAL CENTER	77,569	77,569	6,267	6,189	74,962	77,656
RLA NATIONAL REHAB. CENTER	← NA →					
OV-UCLA MEDICAL CENTER	62,364	62,364	4,950	5,379	64,554	62,336
<b>TOTAL</b>	<b>290,851</b>	<b>290,851</b>	<b>23,357</b>	<b>24,926</b>	<b>298,054</b>	<b>295,144</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2012-13 actual is based on facility's June 2013 Final/Verified workload report.
- (6) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.

ATTACHMENT I-B

# HOSPITAL-BASED OUTPATIENT VISITS - EMERGENCY DEPARTMENT

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2011-12 AND 2012-13

### FISCAL YEAR 2011-12 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL													Actual
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.		
12,584	12,912	12,891	13,283	12,464	12,295	13,301	12,652	13,609	12,924	13,492	12,745		155,152
6,781	6,567	6,495	6,723	6,151	6,423	6,734	6,605	6,495	5,888	6,465	6,329		77,656
					N/A								0
5,075	5,324	4,908	5,262	4,974	4,784	5,483	5,194	5,562	5,406	5,281	5,083		62,336
24,440	24,803	24,294	25,268	23,589	23,502	25,518	24,451	25,666	24,218	25,238	24,157		295,144

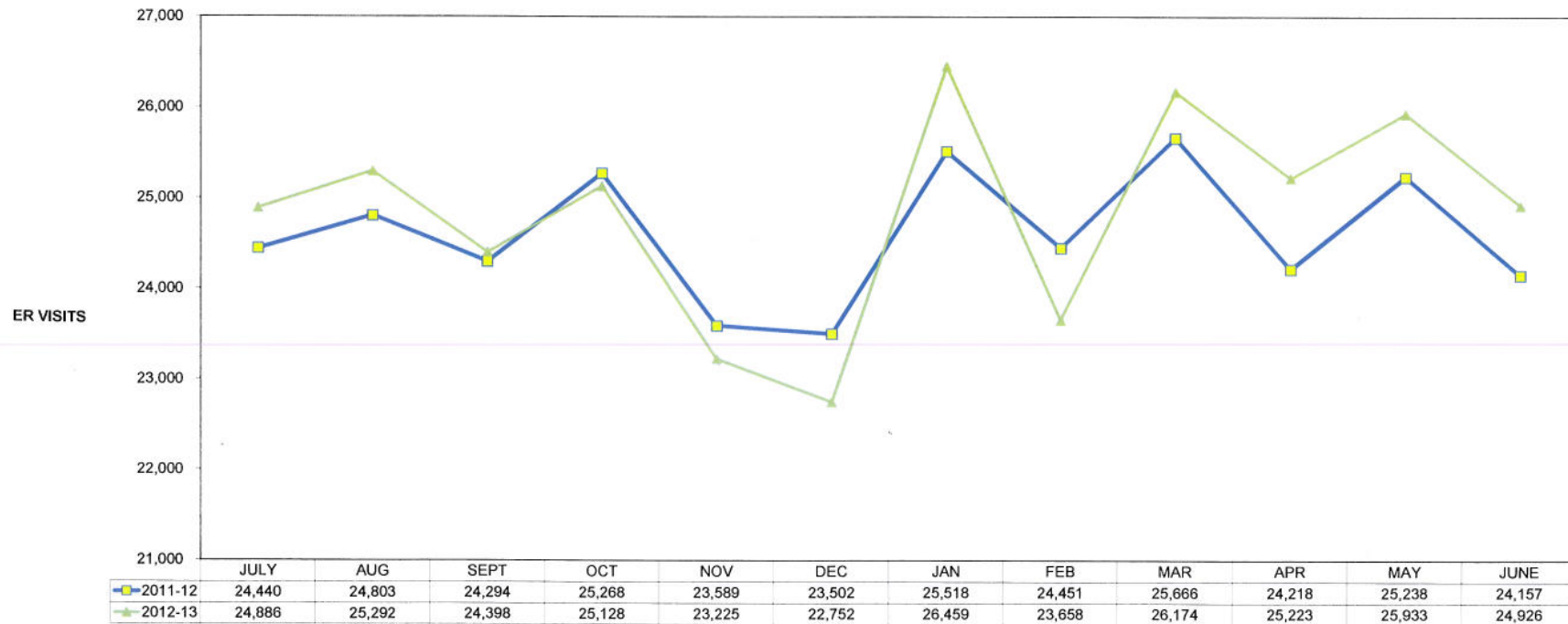
### FISCAL YEAR 2012-13 <sup>(2)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL													Actual
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.		
13,341	13,457	13,035	13,316	12,418	11,871	14,073	12,543	14,002	13,420	13,704	13,358		158,538
6,347	6,323	5,991	6,390	5,732	5,872	6,696	6,147	6,511	6,265	6,499	6,189		74,962
					N/A								0
5,198	5,512	5,372	5,422	5,075	5,009	5,690	4,968	5,661	5,538	5,730	5,379		64,554
24,886	25,292	24,398	25,128	23,225	22,752	26,459	23,658	26,174	25,223	25,933	24,926		298,054

(1) Per facility's June Final/Verified 2012 workload report.  
(2) Per facility's June Final/Verified 2013 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT EMERGENCY DEPARTMENT VISITS REPORT



ATTACHMENT II-B



**HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE**  
**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HEALTH SERVICES**  
**FOR THE FOURTH QUARTER ENDING JUNE 30, 2013 FINAL**

	(1) FY 12-13 BUDGET	(2) FY 12-13 YTD BUDGET	(3) JUN/13 BUDGET	(4) MTD ACTUAL	(5) FY 12-13 ACTUAL	(6) FY 11-12 ACTUAL
LAC+USC MEDICAL CENTER	552,521	552,521	50,499	44,755	571,797	551,578
H-UCLA MEDICAL CENTER	332,512	332,512	28,499	26,678	336,570	332,750
RLA NATIONAL REHAB. CENTER	80,771	80,771	6,533	6,054	76,501	80,771
OV-UCLA MEDICAL CENTER	219,249	219,249	18,753	18,249	230,278	220,506
<b>TOTAL</b>	<b>1,185,053</b>	<b>1,185,053</b>	<b>104,284</b>	<b>95,736</b>	<b>1,215,146</b>	<b>1,185,605</b>

**NOTES:**

- (1) Per the Fiscal Year (FY) 2012-13 Final Budget.
- (2) YTD budget developed based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (3) Monthly budget developed for the report month based on the number of Visits necessary to achieve each facility's FY 2012-13 Final Budget.
- (4) The aggregate number of actual Visits for the report month.
- (5) FY 2012-13 actual is based on facility's June 2013 Final/Verified workload report.
- (6) FY 2011-12 actual is based on facility's June 2012 Final/Verified workload report.

ATTACHMENT I-C



# HOSPITAL-BASED OUTPATIENT VISITS - AMBULATORY CARE

## COUNTY OF LOS ANGELES DEPARTMENT OF HEALTH SERVICES FISCAL YEARS 2011-12 AND 2012-13

### FISCAL YEAR 2011-12 <sup>(1)</sup>

LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL													Actual
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY	JUN.		
42,772	49,950	47,114	44,681	42,864	43,953	45,799	45,210	48,174	46,963	48,901	45,197	551,578	
26,863	29,431	28,093	26,862	26,609	27,307	26,905	26,301	28,749	27,527	29,447	28,656	332,750	
6,059	7,669	6,965	7,101	6,472	6,237	6,823	6,598	7,043	6,643	6,628	6,533	80,771	
16,703	19,609	18,329	17,859	16,902	17,169	18,573	18,135	19,032	18,755	20,252	19,188	220,506	
92,397	106,659	100,501	96,503	92,847	94,666	98,100	96,244	102,998	99,888	105,228	99,574	1,185,605	

### FISCAL YEAR 2012-13 <sup>(2)</sup>

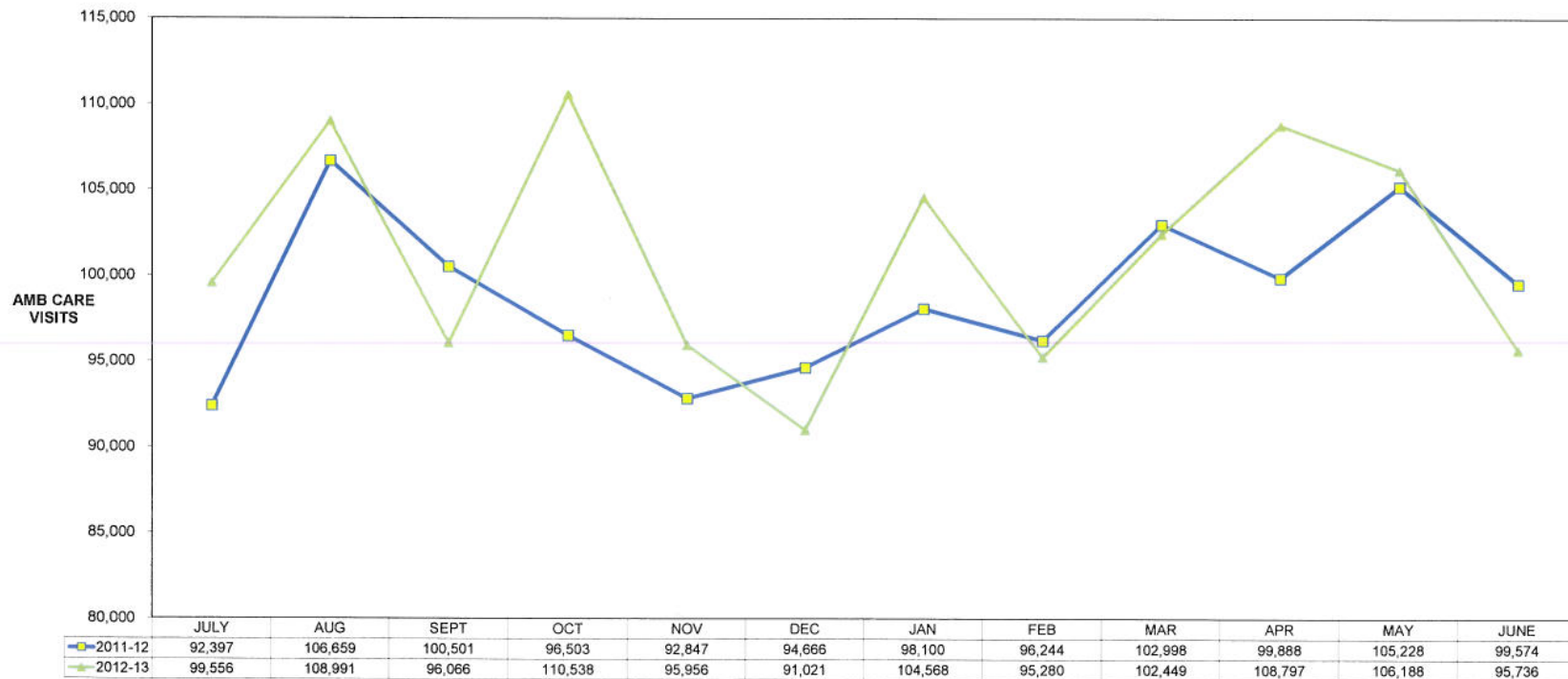
LAC+USC Medical Center  
H-UCLA Medical Center  
RLA National Rehabilitation Center  
OV-UCLA Medical Center  
TOTAL

ACTUAL												
JUL.	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR. <sup>(2)</sup>	APR.	MAY	JUN.	Actual
47,519	51,535	44,711	52,085	45,510	42,602	49,584	45,034	47,603	51,236	49,623	44,755	571,797
26,894	29,451	27,506	30,195	26,465	25,831	28,747	25,900	28,723	30,161	30,019	26,678	336,570
6,283	7,005	6,022	7,201	6,033	5,436	6,391	5,935	6,533	7,034	6,574	6,054	76,501
18,860	21,000	17,827	21,057	17,948	17,152	19,846	18,411	19,590	20,366	19,972	18,249	230,278
99,556	108,991	96,066	110,538	95,956	91,021	104,568	95,280	102,449	108,797	106,188	95,736	1,215,146

(1) Per facility's June Final/Verified 2012 workload report.

(2) Per facility's June Final/Verified 2013 workload report.

## MONTHLY HOSPITAL-BASED OUTPATIENT AMBULATORY CARE VISITS REPORT



ATTACHMENT II-C